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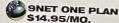
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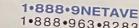
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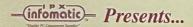




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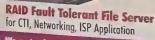
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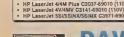
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Business Solutions

34

Laptops BY ED KAHN

Affordable Speakers For Computers: Plus Mitsubishi's AMITY CN Mini-Notebook

II D

Telecommuting

BY ROBERT MOSKOWITZ Telecommuting To A lob Interview

> 66 MILITER

BY BENNETT FALK

Oakland Street Scene: The Gurus And Platform Shift.

76

32-Bit Computing BY FABIAN PASCAL The Processor Subsystem.

102

Small Office/House Billion BY BIRRELL WALSH

I Love Taxes 106

Accounting

DAVID A SIMON, CPA AND IENNIFER & CHERNISS California Won't Tax Internet Transactions

114

Wantawii CE 2.0: The Sequel BY DOUGLAS | NAKAKIHARA

Sharp Mobdon Shows Will New Ultralight OS Capabilities

128

Will Power Tools

BY A LIZARD Site Management And More For Windows



How Browsers Replace Classrooms

BY WARS BEZDECHI The Company Intranet At Qualcomm

156 DEDOUG

BY PETER LINDE AND SAM PENROSE Fear And The Corporate Information Officer



Online Guide

162

Internet BY JOHN 5. QUARTERMAN Can You Help Me With My Computer?

170

Online Services BY BILL GRAM-REEFER AOL Gears For New Competition.

> 176 Page Listings



Product Spatfield

189

Updates

PC Software	
lashBack	189
daytum Planning 2.1	189
arpe Diem V2.0	
odoManager I II	193
ompadre	
PC Hardware	197
C Hardware	
S600 Storage Scanner	192
ecurityEye	196
PA150 ViewPanel	198
IsionDesk	198
Peskjet 1120C Professional Series	19
Networking III	121
Networking Hardware	
erminal Adapter For Multi-Purpose Data	198
ICHOPK Phase II Internet	
Istributor Server	198
Web Software	
teraction Web	198
teWarrior 1.2	
	198
100	

198 Product Reviews PC Hardware

3D FaxPal Plus 198 Windows Software DriveCopy. SmartBoard32



COVER STORY

136

BY MARY EISENHART PHOTOS TUSTIN ELLISON Beyond Software Puts A New Face



Jons & Viens

20 Industry insights

BY PAUL HOFFMAN Netscape's Free Source Code Gamble MicroTimes Basis Basis

250

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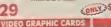
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	Calendar Di Events	
	Santa Barbara	
-Electronic	Entertainment Expo	

233 User Group/BBS Listings

226 226

190

213

213 Classifieds

238 Of Advertisers By City

244

Index M Advertisers

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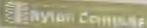
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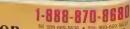
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email: mtsouth@earthlink.net ACCOUNT MANAGER Shelley Gordon ACCOUNT EXECUTIVES Christopher Brunner Michael Jannarelli, Gail Kodama, Marsha Miller,

CLASSIFIED EXECUTIVE Mishika Rosendin

MARKET MILLION Doc Bulant MAKAGER Andres Rota

ASSISTANTS Stephen D. Moore, Matthew Policistro SECRETARY/RECEPTIONIST Lillian Olazabal

EDITORIAL 510-768-1200

email: editors@microtimes.com EDITOR Mary Eisenhart ASSOCIATE IMM Michael Robin ART DIRECTOR Rick Colby EDITORIAL DESIGNER Eleanor Carag EDITORIAL ASSISTANT Sara Tassion Paul Hoffman

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PRODUCTION SERVICES WILLIAM Kevin Price PRODUCTION IN BUILDING Randy Atwood LEAD ARTIST Mark Wertman AD COORDINATORS Kay Simmons, Jesse Sullivan

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DISTRIBUTION 626-584-9155 ex. 30

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BY PAUL HOFFMAN

Industry Insights

Netscape's Free Source Code Gamble

Many parts of the computer industry have very different ways of

computer industry have very different ways of doing things. The UNIX world is completely different from the PC world; the Internet is different from proprietary networks, and so on. When a company in one world starts acting like the folks in a different world, everyone takes notice.

When Nesscape recently announced plans to give their browser software away for free, it didn't cause much of a stir. The browser was already shareware (although Neiscape didn't use that term), and probably half the copies in use wettern paid for anyway. Although Netscape was making money as selling the browser, Microsoft was giving the competing browser, Internet Explorer, away for free, which made it harder for Neuscape to get markets share.

The Netscape browser, now called Communicator, was Netscape's best method of getting the company amen in front of people. This is why they could afford to distribute the browser as shareware, why they could give PC makers who were willing as put Netscape on their sysactic properties of the properties of the properties who were willing as put Netscape on their sysactic properties of the properties of the properties of the stop making money on the browser altogether and give it away. If you associate the term 'Netscape' with 'Internet,' it helps Netscape sell their higher-priced software, namely Internet servers for the Web, email.

At the second time is Netrcape they would give the browser away for free, they made a second announcement that turned many heads. They would also give away the source code for the browser. People who had the ngist compiler could take Nessage's source code and compile it.

themselves. More importantly, programmers could change the source code to add features or remove bulk. It's not completely clear when the source code will be available, but it will probably be before this summer.

The practice of giving away source code is quite common in the UNIX world, where all the popular server and client software is freeware that comes with source code. Source code was also distributed with early PC freeware, but that practice became almost nonexistent by 1985 or so. Today, all non-commercial UNIX software still comes distributed as source code, but almost no other software is.

Keeping The Name Alive

The avowed reason for distributing the source code is that programmers around the world will

The UNIX world is completely different from the PC world; the Internet is different from proprietary networks; and so on.
When a company in one world start acting like the folks in a different world, everyone takes notice.

look at it and add features they like. Netscape of require anyone who makes changes to the code in give those changes to Netscape for incoportion into future versions of Communicator 3 doing this, they hope that future Communicator 3 versions will have even more features that internet Explorer, particularly features this Netscape might not have added themselves they hadn't released the source code.

This makes good sense. During the receivables at Netscape, many of Communication developers were laid off, meaning that it would be hard to get lots of new features into futter versions of the software. By distributing the source code, they are in essence hiring a war array of free programming help (although Netscape may even pay for some of the features they see added to Communicator). Even (flush horde of programmers don't produce many useful or interesting features, they will certain find bugs that only someone looking at the source code could find.

However, this brings up the risk in the strate gy. If those programmers find enough buts Netscape's good name could be tarnished. Lef face it: every program has bugs. Big program like Communicator and Intermet Explorer harmore bugs than small programs. If instead of getting lots of good enhancements (Communicator, Netscape only gets lots of but fixes, there's a good chance many programmor will report 'boy, their software is bugsy' and possibly burn Netscape's reputation. This fast they might find just as many bugs! Internet Explorer won't matter, the visible bewill be in Netscape's code.



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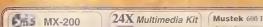
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Industry Insights continued from page 20

The tradeoff strongly favors the positive side for Netscape because even if many bugs are found, they'll be quickly fixed. This is quite different from Microsoft's Internet Explorer, where bugs can only be found by running the program, not by looking in the source codes.

Every PC user has had mysterious crashes or unexplained software behavior that could not be reproduced. Without the source code (and the understanding of how to look through it), you can't determine what happened or even whether it was the fault of the program or the operating system. This is one of the reasons many UNIX system administrators prefer the "UNIX way" and using public domain source code for both their software and their operating system

Few Will Gut Direct Benefit

Of course, few of us are programmers. Ninetynine percent of Netscape's users won't bother to download the source code because they couldn't read it. Even if they find a bug by running the program, without a good understanding of programming and am hour or more of work, finding the bug in the source code is impossible. In fact, even folks who took a class in two in programming might have a hard time wading through the code, as any programmer would on starting a new job with a large existing code base

This doesn't mean that these people won't benefit from Netscape's release of the source code. In fact, if only a couple of thousand of Netscape's millions of users start poring over the code, that's many more than are already on Netscape's staff. These people don't report to Netscape's marketing department, so they will feel free to add features that are only wanted by a small number of users like themselves. Who knows-hacking on Communicator could become the next big craze for amateur programmers

Even if you are a C programmer, you may not have the right development platform to compile the source code. That is, you could look through it, and maybe even find things you want in modify, but unless you can compile the code and build the program, you won't be able to do anything with your changes. Netscape will, of course, specify exactly what you need in order m compile and build the program, but don't be surprised if what's required a high-end programming environment. On the other hand, they will also probably try to make it as easy as possible for people, so they may find ways to let

people with lower-end environments work with the source code

However, many programmers are looking forward to being able to create customized versions of Communicator for pay. Many companies that have standardized on Communicator might pay thousands of dollars for the few features they wanted added (or taken out). This might be done ly be a market for consultants who know the source code and mm make strategic changes for a company that some Communicator heavily







Industry Insights continued

Not all the changes need to be serious. Someone with a composition of the changes in make coulder who spends a week or so looking for cute changes in make coulder make a Web site where you pick and choose the customizations; want, pay maybe \$10, and download your customized version. Their ter the customizations, the more people will pay, and the more them tomizations will be copied.

Parts Will Be Missing

Netscape didn't write every line of Communicator's code by its. There are many portions of the program that they licensed, often source code, from other companies it is unlikely that all these off companies will say, "Sure, give away our software for free." Thus a Communicator kit will probably have some holes in it

This could be a serious problem for Netscape, if important para Communicator aren't available, but so far, they are not warried she it. Even though the source code for some of these parts will oail available. Netscape could still ship the part as a programming 40% that can be embedded as an otherwise-customized browset, for spile. Or, Netscape could build in "hooks" for the parts, and othe could create equivalent software that works the same. Either was 6 majority of the browser will be available to programmers who waste create their own browsers.

Beware Of Trojan Horses

As with any program, security will be a big issue with any cope Navagator that you get from anyone other than Netscape directly with the source code available. It will be easy for a malicious programmer put a trap door in the program that causes damage to your computer steals data from your hard drive. This may sound terrible, but it full for any program you run on your computer, even Internet Explore.

Having a hundred different versions of Communicator wallsh from dozens of different sources will be confusing to many use. Things will certainly get worse if some of them are discovered to extrain dangerous code. This could be a black eye for Netscape of could just cause most people to go to the Netscape site for their copie of Communicator, the way they do now.

Netscape isn't the only company that is going to have medel of security problems in distributed browsers this year. Microsofts unactive X may be sure to come back and bite it soon. Recently a responsive to the store of the sto

Given a situation like this. Netscape publishing its source could look like a wonderful step & problem is found, and enterprise programmers fix is and post the fixes see the tweb. While this may too chaotic for some people as handle, even if pass don't download is fix of the day, you would have the benefit of knowing that the base found and fixable.

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tocks continued their assault — the record books has month, — new high after new high — set. As a result, the Dow Jones Industrial Average his an all-lime high during the month before light profit-taking trimmed that figure to 8445.08 at month's end. When the books were closed on the record-breaking month and the buy orders were swept up, the Dow had notched a 328 395 advance. — 404% before pauling for rest and relaxation

The MicroTimes Stock Index reversed the upward tred and haded south. Our index dropped 1,98%, or 23425 polits, at close the monthly trading period at IS7381.h our Index, advancers outpaced decliners by a 20-to-17 count, and the companies reached annual highs versus noot that fell as \$2.5 week low.

Turning To Stocks In The Accompanying Table

When Intel announced fourth quarrer earnings in January, the expectations were that revenue in the first quarrer of 1998 would be approximately flat with fourth quarter review of \$6.5 billion. The outlook for the first quarter has been revised from the view presented in the fourth quarter 1997 earnings report. The lowering of expectation resulted in the \$1.00 per share fall of the company's stock price, which closed if \$75.50. of it 1,272%.

Despite IIII announcement of III multi-million collar dail to expand cellular service in Kuwait, shares of Motorol headed south. The company watched its stock price #95.83.8 per share, or 13.04%, to close at III price of \$55.85. Motorola Incis Cellular Infrastructure Group said it signed contract worth \$38 million to expand the digital cellular Global System for Mobile Communications network in the Kuwait cities of Jahra and Kuwait City. The expansion project will increase capacity on the network, allowing for most than 200,000 subscribbers nationwide.

Adobe Systems Incorporated announced as extension to their business relationship, which expands discope of technology are be shared between the companies Boch companies have agreed as license portions of eighorhors of eighorhors and the software patient portfolios. The agreement also air ments IBM's exating licenses for key Adobe technologies including Adobe PostScript and PostScript Extrems software, for in its printer products. This agreement with Adobe at representative of the growing acceptance and avarances in our industry of the need to licens software patients," Implication of little fectual property and licensing. Shares of Adobe were lived to the products of the product of the prod

⁻ Ryan Reichenbach Production Manager

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- Intel Pentium II 233 MMX Processor ASUS 440LX IIII intel Chipset Motherboard
- # 4 PCI and 3 ISA me sink and Fan ■ 512K Level ■ Cache Built-in
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- Genius Mouse with Scrolling Button
- MS Windows 95 OSR II CD-ROM & Manual

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Cambridge SoundWorks Introduces A Sophisticated Sound System
Designed For Use With A Computer

Bused to think speakers on a computer were a joke in the early days, they made noises more like an alarm than anything else. Over time, however, programs slowly began to appear that actually made use of speakers. Today, when you buy a desk-top computer, speakers and a sound card sound

As CD-ROM drives became a necessity in modern computing, it thought it would be nice to be able to see the computer's CD player for audio recordings. At that point, speakers became important is see that don't compare to my regular stereo sys-

tem less always been a compromise I didn't want

Last fall, Cambridge SoundWorks introduced a product to fill this wold, PCWorks is a sophisticated sound system designed for use with a computer. It consists of two smaller cubes, as the sound to the situation of the sound from the sound from any sound to the sound from amplifier that powers the whole system and handles the low range sounds. The sound from that sound from the so



Gradually, we are moving closer to the merger of computers with other facets of our entertainment center.

the system is phenomenal

The legendary hi-fi speaker guru, Henry Kloss, designed PCWorks. Gradually, we are moving dose to the merger of computers with other facets of our entertainment center. Increasingly, I find myself listening to CDs through my computer other than my fancy stereo system.

Installing PC Works as a simple 4s it could be. You plug one end of a stereo mini jack into your sound card and the other end into the sub-

woofer. You then attach the leads from the cubes to the subwoofer using the spring loaded speaker connectors. The wires are already stripped for you A power supply provides 12v current 10 the subwoofer. The system does not have to be turned off between sessions. At last, I have a system that lets me salisfactorily play audio CDs at my computer PCWorks comes with a volume control that rests near the keyboard. in the line that runs between you sound card and the subwoofer and is designed to give easy access to its small dial This is a good deal more convenient for me than a volume control that you adjust with the manual

The software that comes with most sound cards lets you fast forward pause, rewind, and do all of the other things that a standard CD player does found this setup extremely convenient when was transcribing lyrics on my word processor.

The small satellite speakers come with sew al alternatives for placing them where you like best. I found the little stands that till then upwards to work best for me, but you also have the option of connecting them to the side of your monitor—if you are using a deskip machine—or attaching them to a wall. The speakers are magnetically shielded to avoid conflicts with your other computer components. The leads that come with the satellite.

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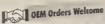
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Laptops continued from page 34

are nine feet long, letting you place the speakers anywhere you want.

The subwoofer measures 9.25" x.6.3" x.6.3" x.6.7. On the back a a volume control that lets you adjust the balance between the bass and the satellite speakers. When'll first installed the system. I got complaints from members of my family that they could hear the bass rumbling throughout the house. This problem was solved by adjusting the balance.

Portable computers are notoriously bad for sound quality. The small size of these computers makes it close to impossible to have really good sound. The main solution here is to attach external speakers if you want to take advantage of the sound capabilities of the computer. I amount suggesting that PCWorks is a speaker system designed primarily for on-the-go applications. Rather, I am it as something to use in your primary work location. If, however, you are making presentations, it is easy in Gill an entire room with the sound PCWorks offers.

This system in designed to provide big sound for in computer, but in fact these speakers will work with any device that uses a mini jack for connecting headphones or speakers. It works just as well with my portable CD player and Walkman as it does with my computer.

The final selling point of this system is is phenomenal price of a penny under a hundred bucks. This is listed as mm introductory price but I have not seen any cutoff date for this offer If you are using tinny speakers, you owe it to yourself to get PCWorks. The speakers come with more year parts and labor warrany. They come in either computer beige or black.

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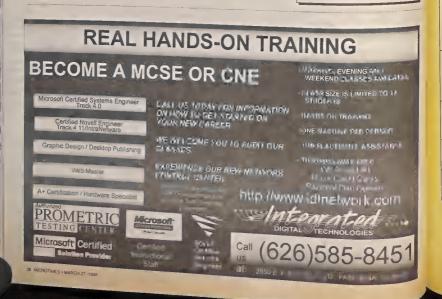
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Computer Of The Month

Mitsubishi's AMiTY CN Mini-Notebook

hat the most exciting place to be in the computer industry is working with small machines. While the real powerhouses are still the larger computers, I am fascinated by the minaturization of the technology. As the components have gotten smaller, we have seen the introduction of a wider range of configurations. The fact is, even smaller note.

book computers are possible, but the trade off is felt in the key-

boards and displays

Mitsubishi and other manufacturers are revisiting an idea that has been around for a long time, but now with new sophistication. Mitsublishis AMITY CN is a mininotebook that weight in $\mathbf{z} \leq \delta$ lbs. AMITY CN is a mininotebook that weight in $\mathbf{z} \leq \delta$ lbs. and in the programs. Despite its diminiotive size, it is powered by a Pentium 133MHz. processor and runs. Windows 95 Mitsubishi claims that

the trade off between portability and performance has simply disappeared On the surface, that seems to be the case. This notebook comes with 16MB of RAM,

expandable all the way up to 46MB. The hard drive holds 12GB and the overall dimensions are 9.3° x 6.7° 13.4°. The passive color display measures 7.5°. While the key board is small; it is still possible to touch type—although not without some compromise on comfort. You see add showing people with their portables on the airplane. I can tell you from first hand experience.

Mitsubishi and other manufacturers are revisiting an idea that has been around for a long time, but now with new sophistication.

that it is almost impossible to work in coach class with any of the larger laptops. The AMITY CN, however, makes it possible to actually get something done on the airolane.

I think Mitsubishi has found a niche that needed a new computer. More and more, people want a notebook as carry on the road for occasional use and for access to critical files when they are traveling. But most importantly, people want to keep up with their email. This notebook as perfect for that. On a recent trip, for instance, I didn't want to carry a bigger

notebook for the limited use I had m mind but the AMITY CN filled my needs perfectly. plex spr-

While the keyboard is not as inconvenient for typing as a palmopit is definitely not what I would choose for serious word processing jobs. The pointing device is a TrackPoint III pointer located between the G, H, and B keys I found it difficult to control, but it got the job done. If you are using this computer in a fixed location, you will want to attach a standard keyboard and mouse.

The display offers clear color long as a standard VGA external monitor through the port on the back. The Lithium-Ion battery has a shorter life than 1 would like for work on an airplane. It needs to be recharged after an hour and a half or so. Mitsubish, however, offers an alternative—a hast capacity Lithium-Ion battery pack that runs for seven and a half hour and also serves as a handle.

To achieve this small as Missubish had to make some compromises. All of them see reasonable to me. First, there is no internal floppy drive A external floppy drive is actually the drive is also tiny and as easily be packed in a sultrase when needed. More of a loss, how ever, is the absence of a CD-ROM drive. There are now a number of good CD-ROM drive available that connect either through a parallel port or through a PC Card. I prefer the PC Card.

The AMITY CN comes with two PC Card

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Laptops continued from page

slots Either will take a Type I or Type II card. You can also use a single Type III card in the slots. Using a Datapak 520 hard drive Type III PC Card from Kingston I was able to load a program onto the system that was larger than the capacity of a floppy drive. One of the slots is set up for Zoom video.

ing a serial and a parallel on the back of the computer, as well as an infrared port.

The AMiTY CN fills a niche that I am happy to see addressed. I find palmtop machines great for some applications, but limited since that they do not offer full access to Windows 95 and programs that run under that operating system.

around the corner. But the Mitsubishi AMiTy CN, not much larger than an appointment book, in great for working in a limited space WESTERN like on 🔤 airplane. 🖿

DIGITAL

Cuantum

extor

TOSHIBA

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Mitsubishi claims that the trade off between portability and performance has simply disappeared.

No portable is complete these days without sound capability. The AMITY CN has a tiny internal speaker and microphone. The capability of the system, however, exceeds the capability of the speaker. The sound system is Sound Blaster Pro-compatible and there are jacks for sound in and sound out.

There is the usual collection of ports includ-

This mini-notebook class of computers meets that objection.

In the months ahead, a number of new designs for portables will hit the market. Each of the designs addresses a particular market. Just wait for the design that meets your needs. Systems that weigh just as little as this, but have larger keyboards and displays are just

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TELECOMMUTING . BY ROBERT MOSKOWITZ

Telecommuting To A Job Interview

Can It Yield Better Results Than Face-To-Face Meetings?

It makes a certain amount

of sense, doesn't it? After all, companies today spend thousands of dollars to bring recruits into their offices and m rent them rooms in nearby hotels. Shaving just these travel costs would easily cut a hefty slice from today's ever-increasing

So it's understandable that some firms are experimenting with various aspects of putting the recruiting and hiring process onto the Internet. For example,

1) A company called VirtualStaff (www virtualstaff.com/) operates a network of business and computer professionals who do programming. Web page development, desktop publishing, and business research and analysis for clients via the Internet. Not surprisingly, they (and other employers) meet and often hire good candidates over the Internet, rather than face-to-face. Recently, they reamed up with Cornell University to provide Internetbased workshops covering Electronic Staffing conducted in online computer labs all across the country (Call Cornell University for further information: (212)340-2863.]

2) A relatively some PC-to-PC video conferencing network-called SearchLinc-has been put together by the owners of Career

Magazine (www careermag com). The system allows companies to conduct clear and full-motion online video interviews in real time (although only black and white) without the usual technical hassles or logistical nightmares. One important service: users receive detailed information about compatible sites close to each prospective interviewee. In a recent experiment, recruiters in Dallas satisfactorily interviewed two dozen job candidates dialing in from an IT trade show at the Jacob Javits Convention Center In New York City

3) Hundreds of Human Resource departments are routinely posting their job openings on the Internet. Some firms have devoted entire Web sites to recruiting, complete with company histories, lists of job titles and qualifications, and m least a first step into the application process for interested candidates.

4) Job posting services from the Wall Street Journal (www.wsj.com), the Washington Post (www.washingtonpost.com), and Classifieds 2000 (www.classifieds2000.com) now use advanced technology to automatically copy all the jobs listed on employers' own Web sites and reformat them to meet the specifications of the newspapers' online databases,

simultaneously creating links back to the employers' own Web pages. This gives the employers' job postings direct access to a much higher volume of Internet traffic.

5) The JobMarket (www.thejobmarket.com) is one of many Web sites that help job seekers find employers. This one offers thousands of classified ads, backed up by company information from Dun & Bradstreet, an online resume builder, a calendar of job fairs. and an "advice forum" that covers everything from career counseling to relocation logistics and salary concerns. Employers can pay \$50 to post each classified ad, and have it linked directly to their own Web site. Advertisers gel unlimited access to search the database of

6) A site called "Job Engine" (www.jobengine com) brings new speed and sophistication to the process of posting a resume where prospective employers can easily find it

7) CareerCrossroads (www.careerxroads.com) is both a book and a Web site listing 500 other Web sites of interest and value to job seekers.

The trend is clearly toward using telecommuting technology to simplify and speed the process of hiring, as it already simplifies and speeds the process of delivering work products once you have been hired

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Job posting services from the Wall Street Journal, the Washington Post, and Classifieds 2000 now use advanced technology to automatically copy all the jobs listed on employers' own Web sites and reformat them to meet the specifications of the newspapers' online databases, simultaneously creating links back to the employers' own Web pages.



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Telecommuting continued from page 50

And why not? In many ways, telecommuting instead of walking into a hiring process can yield far better results than conventional faceto-face meetings.

One reason is that physical characteristics don't come into play as much. Good lookswhich have been shown to influence hiring decisions in ways that later turn out to be suboptimal-are far less enticing over the Internet. In fact, the lack of face-to-face interaction when hiring over the Internet seems to not-so-subtly shift the employer's basis for judgment from superficials to the objectively important factors in filling an open postuon.

Should the employer be concerned whether or not the "virtual employee" is even human?

Gas Possible Hiring Product

Here's one way the process of telecommuting to a job interview might be handled.

First, applicants would search the Internet for appealing job openings. At the same time. employers would search the Internet for resumes of candidates likely to fit more of the positions they have open. In our scenario, an employer and a candidate find each other.

Now the applicant electronically submits answers to a series of questions asked electronically by the employer's HR staff. These questions could be generated in sequence by interactive software-each question selected on the basis of the candidate's answers to previous questions-or they could be entirely standardized for all candidates, and simply be sent in one questionnaire application to the candidate via email. In some cases, the interaction could be as conventional as a one-on-one conversation between the applicant and a job

counselor or recruiter conducted via Internet email instead of telephone on postal mail

During this part of the process, the employe would almost certainly check the applicant references, and also ask the applicant to subm samples of previous work or to demonstrate h or her capabilities by completing a test assign ment. But the candidate still would not have to appear at the employer's office. It's ma great stretch imagine the work of the test assign ment being done entirely via telecommuting

At the same time, the applicant would be as ing his me her own questions of the employed and very likely checking the employer's vite signs, including perhaps its stock price, but ness prospects, hiring and firing history, and financial viability

Assuming both parties meet the other's mix mum standards, details of the employment cot tract would be negotiated next. Via email ef i video conference, the candidate and HR suff



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Telecommuting constnued from page 54

would nail down such important factors as compensation, job title, responsibilities, starting date, vacation and other benefits, bornus possibilities, and potential for perks. At point, the candidate would probably have to visit a doctor for a physical exam. But everything else can already be handled virtually. It's only a matter of learning to be comfortable hiring this new way.

This sketch of online hiring may not work out perfectly in practice, but intrinsically it's no worse than many of the face-to-face hiring systems employers we using right now.

While we're ramping up these online hiring methods, however, it's likely that employers would continue to insist on a face-to-face interview as a last step before making a firm job ofter. After all, you can hear some people asking, "How do we know it's really the candidate who's answering all these questions and doing all this work?"

Which brings up the classic "what's in the black box" conundrum. Some people will be concerned that it be the candidate giving all the answers and meeting all the requirements. But what iff, instead, it's a close-kini family who—together—can meet the requirements of a single job description that can be done via telecommuting? If this "virtual employee" meets the requirements, does the work, and provides the expected responses to all questions, should the employer be concerned about the identity of the "virtual employee" or even whether it is a single individual or a team?

Let's go farther. Should the employer be concerned whether or not the "virtual employee" is even human? If computers ever learn to demonstrate intelligence—under the terms of the Turing Test (give appropriate answers to any reasonable question, and maintain is reasonable conversation with another person, all via a typewriter)—why couldn't these intelligent computers get and hold real jobs? After all, some conputers are already replacing some employet. Why must these replacements always be made with the knowledge and consent of the employer? But don't bother to answer these questions now; this is a topic for a future discussion.

A Telecommuting-Based Incubator Fun Plaw Business

A new and different approach to facilitate, small business startup and success in the prate sector is now finding a place in the busness world. One of the most prominent is a non-profit consortium in Silicon Valley called CommerceNt. Founded in 1994, it began as project of the federal government, but has not evolved into a membership based company involved in a joint venture that is attempting to develop as internet-based infrastructure for electronic companies.

continued on page !

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Telecommuting continued from page 58

An open question among advocates of business incubation has long been "where is the optimal location for R&D centers of excelknce?" CommerceNet is now attempting to demonstrate that the breadth and immediacy of connections with other business organizations-that is, "being virtual"-and not simply an organization's physical location, are the key elements in structuring a successful and vable "network of innovation?"

So far, there are about 300 corporate and organizational members in the consortium. Together, they are struggling to find ways to make a global business community viable through telecommuting and elec-

Although the concept may later need fine-tuning in be effective in many different industries, locations or markets, it seems worthwhile to lest its viability right now within the software industry, which has long been # trend-setter and # key source of value enhancement in all other industries

In fact, this experiment is particularly timely, because the software industry in going through a phase of rapidly increasing competition and widespread opportunities for entrepreneurs and small companies. In California, software entrepreneurs face particularly critical issues, not the least of which include a shortage of financial and human capital.

According to a recent report on this issue from Dr. Charles Grantham at the Institute for the Study of Distributed Work, and sup-Ported by the California Office of Strategic Technology under its Goldstrike Program, this new model of business incubation through telecommuting must focus on providing the small business communily with a structure and mechanism to easily access:

- · information on "best practices" for business development
- · industry and management experience
- * resources for international marketing, sales and distribution

Dr. Grantham suggests that every business today competes in two worlds: a world of physical resources that managers can see and touch, plus a second telecommuting world centered around information. The physical world is adequately addressed by traditional business incubators. But these institutions typically give short whrift to the other essential aspect of the situation: the telecommuting dimension.

Clearly, for an entrepreneurial firm to become a successful venture, many different needs must be adequately addressed. But not all these required resources must be co-located. In fact, with the globalization of today's technical and business resources, having everything near to hand is often an unreasonable requirement. That's one reason converting some or all the functions of business incubation to a brand hew telecommuting paradigm would make so much sense, not only in the US but elsewhere around the globe.

- A telecommuting incubator would focus on the presently underserved requirements of business growth and success, such as:
 - * identifying strategic opportunities
- dentifying key core competencies and human resource requirements
 - * actively managing intellectual capital
 - * creating strategic alliances.
- All these steps are important in the development of a sustainable competitive advantage for up and coming business enterprise. And continued on pure Z25

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UNIX - BY BENNETT FALK

Oakland Street Scene: The Gurus And Platform Shift

Or, There Was This Turtle...

After Carrara's

closed, Emeryville was never quite the same, and it was only a matter of time before the gurus, seeking solace, would converge = 1.8 5 Hoogles in downtown Oakland The coffee was too weak for their taste, but the sand-wiches were good, and they could indulge their nostalgia for the times they had camped out all right = the sidewalk across the street waiting for Grateful Dead tickets to go on sale.

One rainy funchtime they found themselves seated between a bemused-looking elderly woman in a tattered overcoat and table of white-shirted executives.

The executives were heatedly discussing "platform shift," and the woman was carrying on monologue about cosmology.

"The universe," she said aloud im no one in particular, "sits on the back of a giant turtle."

One of the executives waved a finger in his colleagues and said, "We're in the middle of a real platform shift, you see. Client/server is giving way to the Internet platform."

The gurus looked meach other and shifted uneasily in their seats.

Another executive chimed in, "Don't you think the real platform shift is to the Intranet platform?"

"Which, in turn, seed on the back of another turtle," the old seed continued.

"What I see happening is this," a third executive volunteered. "The PC platform is splintering. There must be, what, six or seven not be MICROTIMES MARCH 27, 1888

entirely compatible versions of Windows. And there are more chip choices for PC hardware than ever before. There's III much technology churn that even Microsoft and Intel can't control their markets."

The other executives nodded their agreement; the gurus' agitation increased.

The first executive seized the thread, "Right, and UNIX is already in fragmented it will never

Batk To Von Neumann

It was Baba Classpath who first leaned toward the executives and spoke: "Excuse me, but do you gentlemen have any idea what you're talking about?"

"Platform shift," they replied in unison.

"Ah. Just so. My friends and I are having a little difficulty understanding just what you mean by 'platform'."

"Client/server and Internet and mobile computing are trends or styles or fashions. You can make money off of them if you're lucky, but they aren't platforms." "Platform. You know, platform!" the third executive offered with raised eyebrows and an encouraging wave of his hand.

The second executive took up the challenge: "Platforms are like the environment you have to assume. Things like mainframes, client/server, and the Internet."

"Turtles!" the woman shoulded triumphantly.

"And things," Baba Classpath Inquired, "like UNIX, Windows PC hardware, and, uh, mobile?" "Yes, exactly," the executival

"Yes, exactly," the exactly, agreed hastily.

"But what do all those thing have in common? What makes them platforme?"

"Let's just say," the third executive said, "hill

we know a platform when we see it.

The gurus glared over the tops of their glasse

It was Baba Classpath who spoke: "Look left begin at the beginning."

"There was this turtle..." the old wom!"
sighed rhapsodically.

John von Neumann imagined a compute

be more than a niche player. That's why the platform of choice is the Internet."

"Intranet," carped the second executive.

"And so on and so on," the smiling woman cackled with satisfaction. "It's nothing but turall the way down."

"Don't forget the mobile platform," the third executive insisted.

The gurus' restlessness reached something like a boiling point, and the sound of collective throat clearing emanated from their table.

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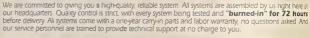
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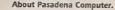
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UNIX continued from page 66

architecture that consisted of hardware (a processor, some memory, and art i/o system) and programs (sequences of instructions in tell the hardware what to do). The programs could be stored (inside or outside the computer), and the user could will the computer which program to execute.

Computers were built that implemented the von Neumann architecture. At first there were m true programming languages, there were only the instruction sets for a processor. The instructions were just numbers that told the processor what to do, but those numbers were the computers interface for creating programs. The interface for creating programs is usually known these days as the Application Programming Interface of API.

Gradually programming languages that understandable by human beings evolved. at first in the form of processor-specific assembly languages. This made it easier for programmers to write programs and to communicate among themselves."

The old woman looked disturbed. "The turtle's name was John von Neumann?"

The executives were growing restless, "And what does all this have to do with platforms? one of them asked.

"Well, that was the first platform: a piece of hardware with a processor-specific language or instruction set. The important thing is that it had an API, developers, and more. And the API could evolve: in this case, the evolution was from numeric instructions that meant something to the processor m symbolic instructions that meant something to the programmers and could be translated into something the processor could understand " "So?"

"So there was a platform shift in the late '60s and early '70s. Processor technology was chang-

ing so fast that writing programs in a processorspecific language became less and less useful.

"The notion of a portable operating system (like UNIX) some to the rescue. The basic idea is

that a portable operating system can encapsulate the differences between the different kinds of processor in ran on. The operating system (and not the processor) would provide the API and a developer who knew the operating system's API didn't have to worry about what processors the program would be used on The new operating system platform provided a degree of independence from the old hardware platform.

"Notice that the hardware platform didn't pr away. It was just masked by the operating system platform

"With an operating system between the developer and the processor, computer languages became friendlier and easier to use. Languages like Pascal and C evolved, and more and more people got into computer programming."

That Was Then...

"Okay, fine. But this is all ancient history. Whal about modern platforms?"

"Modern platforms?"

continued on page 74

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UNIX continued from page 70

"Platform shoes?" the old woman ventured "You know: Client/server, the Internet, mobile computing."

"Well, strictly speaking," Baba Classpath replied gently, "those aren't platforms."

24

32

М

16

"Not platforms? Are you nuts? Of course they're platforms! That's where we make our money."

"No, no, no, they can't be platforms," Baba Classpath fumed. "None of those things represents an API. The real platforms are things that can be programmed. Client/server and Internet and mobile computing are trends or styles or fashions. You can make money off of them if you're lucky, but they aren't platforms."

"Turtles do not wear shoes," the woman

"Okay: If you're so smart, what will the next platform be?"

"Atlas!" the woman ventured. "Atlas definitely has potential. He could do the work of a turtle if only he would stand still long enough He's so fidgety."

"Well, think about it. Why do platforms

change?" "I don't know. Maybe somebody a Microsoft decides they have to."

"No, platforms change because m old platform fails to inspire a consensus. Usually because it offers too many choices. The old platform becomes something developers or users feel constrained by, something they need to ill independent of.

"The operating system platform is getting to be a problem. You were probably right earlies when you talked about the splintering of both the Windows and UNIX platforms.

"It's not just a choice between UNIX and NT any more in fact, there are lots of choices, and the more operating systems there are, the less useful the operating system platform becomes because there and too many APIs.

"So you should look for the next platform ! provide a common API that can be used to creat programs that will run on any operating system.

"Oh." The executives seemed to have hit a dead end

"And that's why Java is important: because it represents just such an API.

"So Java is the next platform?"

"Don't know yet, it's too early us tell." The old woman caught Baba Classpath's et

and asked, "Are there turtles in Java?" Copyright & 1998 by Bennett Falk. All right

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The Processor Subsystem

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Benchmarking Operation (ZDBOp) deems the processor subsystem as consisting of the following components:

* CPU

- LI cache

- Floating Point Unit (FPU)

" RAM

* L2 cach

" memory bus (between CPU and RAM)

Since the chipset determines the memory bus speed and affects performance in its own right, it, and the system board built around it, rather than the bus speed per se, are the actual components. But for a given system board and chipset (and, thus, bus speed), the CPU, RAM and caches will determine the performance of the processor subsystem.

CPU

As already explained, with CPUs going beyond 300MHz, the current 66MHz bus has been holding performance back. This = about = change, with both Intel and = competitors working on 100MHz bus support (for further details on the following, technical and otherwise, see Tom's Hardware Guide).

Last month I mentioned some confusion

regarding Intel's forthcoming Deschutes CPU: will it support a 66MHz, or # 100MHz bus? Well, the answer # both and in two ways.

One version will be for Slot 1 system boards. One version will be for Slot 1 system boards desktop systems, it will start at 333MHz for the current 66MHz bus, followed by faster versions for 100MHz bus boards, It will support the current maximum 512MB of RAM and up, to dual-CPU systems. A yet-unnamed version for new, 100MHz bus Slot 2 boards will replace the Pentium Pro for servers. Starting = 350MHz, it expected to reach 450MHz, it will support up to quad-CPU systems and, probably, more than 512MB RAM.

AMD's first answer to Intel at the 100MHz bus speed will be the K6 3D CPU, starting at 300MHz. It will have proprietary, though licensable, multimedia extensions. It will be followed by the K6+ 3D, with a built-in 256KB 1.2 cache (with additional, L3 cache on the system board), starting at 350MHz. Both CPUs will work with Super 7 system boards, the new version of Socket 7 boards supporting both a 100MHz bus and AGP.

Cyrix's version of its 8x86MX CPU for the 100MHz bus, Cayenne, will have its own proprietary multimedia extensions (MMXFP), FPU enhancements and faster speeds.

While these developments mean to raise performance levels and offer users choices, the ensuing CPU, chipset and system board market fragmentation into proprietary segments is not good for users. Furthermore, it makes competition with Intel—already difficult—even hardet. AMD (showing signs of strain) and Cyrix requires support by both chipset and system board makers to succeed, which is difficult in e- market with such a highly dominant player. Their fall-ure would hardly be beneficial to users in the long run.

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7. 6

The second bottleneck factor, memory, adds complications and uncertainties of its own

RAM

Before the Pentium, the CPU data path was 32-bit and memory was structured in SIMMs (single in-line memory modules). RAM performance was specified in nanoseconds (m). The time from CPU's read command to live time it got the data from memory. The performance of the FPM type of Dynamic RAM (DRAM) common = the time was 60ns, which translates to less than 30MHz in clock frequency terms.

For the Pentium, with rates of 100MHz and beyond and a bus frequency of 66MHz. 30MHz memory became a bottleneck. Also, Pentium⁶ 64-bit data path required two 32-bit SIMMs for each upgrade.

Increasing caches in the CPU (LI) and system board (L2), which == faster than regular DRAM (e.g. 20ns for L2), helps, but it is also much more expensive. So additional techniques were used to work around the limitions of FPM RAM: EDD RAM increased performance to about 40MHz (25ns) and BEDO RAM a bit more, such that it approached the but

While these developments mean to raise performance levels and offer users choices, the ensuing CPU, chipset and system board market fragmentation into proprietary segments is not good for users.

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speed of 66MHz. But with a 100MHz bus, this won't do at all.

Here is where SDRAM came in Synchronous DRAM means that it is directly dependent on the clock speed of the entire system, that is, it works at the same speed in the system bus, up to 100MHz. It is structured in DIMMs (dual intermemory modules) and, thus, only one in required for in upgrade. But, as with the CPU, things get very tricky, as Steve Reynard, design engineer with Unigen, explain.

Theoretically. SDRAM's frequency in MHz is the inverse of access time in ns, so either could be used as performance specification. Tennanosecond SDRAM could operate = 100MHz, which is how currently available SDRAM is advertised. But this is misleading, because of CAS latency—the number of clock cycles from a read command until memory provides the data. The common CAS latencies of 2 or 1 allow memory to operate at higher frequencies by adding two or three delays (wait states), which give memory enough time to provide the data before the next read command.

Thus, current 10ns SDRAM with CAS latency of operates only at the current bus speed, 66MHz. The next generation, with a latency of 3, will operate at 100MHz (as per the PC100 specifications for that bus). In fact, it's even more complicated, because two types of 8ns chips are also forthcoming, as follows:

Speed	CAS Latency 2	CAS Latency 3
Ions	66MHz	100MHz
Bns-1	75MHz	125MHz
8ns-II	100MHz	125MHz

Consequently, to avoid confusion, SDRAM should be spec'ed in both as and real MHz, which takes latency into account.

While I SDRAM of the specs generally performs similarly to ensure compatibility, some factors can affect reliability and performance.

Module design/layout: DIMMs consist of one or made memory chips. All chips meet spees, but some do it better than others and are more reliable. The mean difference is how good the module layout is. If shortcuts to design are taken to cut costs, signals are weakened which, with a poorly designed system board, can result in compatibility and/or reliability problems.

Density: Modules (DIMMs) and made of chips. The size of chips (in Mb-megahits)

modules (in MB—megabytes) go hand in hand When module size outpaces chip size, there are trade off points between performance and reliability. For example, currently there === no chips denser than 64Mb, and 256MB modules are probably too big for them (although Unigen has developed such, but at a higher cost).

Buffering: Is often used to work around the problems of higher density modules made from lower density chips. Buffered memory adds delay—it takes time for signals to propagate through buffers. Its only good use is measured through buffers in the second of the se

absence denotes low quality.

To further muddy the waters, SDRAM may not be the most promising memory architectuse at this juncture, in terms of both performance growth potential, or cost. Several other solutions are being developed intel has placed abd in Rambus, a small company which, for the lat nine years, has developed the RAMBus DRAV architecture. RDRAM purports to eliminate latency, by narrowing the bus path and testing it as a separate communication channel RDRAM claims capability to reach GHz tenside rates (which SDRAM cannot) and at significantly lower cost than SDRAM and, as we shall see features like AGP require very high transfer rate in provide benefits.

All chips meet specs, but some do it better than others and are more reliable. The main difference is how good the module layout is.

If shortcuts to design are taken to cut costs, signals are weakened which, with a poorly designed system board, can result in compatibility and/or reliability problems.

Refresh rate: Doubling the refresh rate halves the retrievable page depth (number of columns), which doubles the read operations necessary for a given amount of information. Thus, lower rates mean higher performance. The optimal rates for performance are 2K for 16Mb chips, but 8K are more readily available and may be cheaper (16K rates are expected for 128Mb and 256Mb chips). Higher refresh rates also have lower power consumption, important for newer PCs that are turned forff into suspend mode.

SDRAM modules from reputable manufacturers have a special EEPROM chip called Serial Presence Detect (SPD), which holds formation about the module, such a speed settings. Slot 1 system boards with Intel's LX chipset and support from the BIOS == read the SPD and adjust settings == work with the SDIAM While SDRAM modules without SPD echeaper, they should be avoided, not only consure SDRAM compatibility with system board opgrades, but also because SPD

LI Cache

The size of the L2 cache has grown from antitial 256KB to 2MB. currently possible with some chipsets While a very large 12 cache do not do much for DOS and Windows 3 1 35' tems, it can improve performance considerably in 32-bit, multitasking environments where multiple programs run simultaneuth and both program and data files are large and growing

Socket 7 systems have the L2 cache on the system board, its speed is tied in that of the memory bus. In fact, most of the performance gains from in faster bus will be achieved via the ensuing faster operation the L2 cache.

The speed of Pentium II's built-in 512/6 L cache is not ided to that of the memory busruns at half the CPU speed. This is whi, a explained last month, the effect of the faster will not be as pronounced for Sto I 55/8th. AMD's K6+3D will also have a 256KB child built-in but, unlike the Pentium II, it will asse



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support additional cache on the system board, L3. It is not clear whether the forthcoming Deschutes will do likewise

That To Do!

With all the complications and pending developments, what should users interested in maximizing performance do?

The following suggestions as as tentative as the announcements and schedules on which they are based.

If at all possible, waiting for the 100MHz bus would be best, although the wait will be rather extended. While some 100MHz system boards may appear soon, the first generation of anything, let alone 100MHz bus, is not necessarily the best buy. Besides, both versions of the 100MHz Deschutes CPUs are not expected before the end of the year. The K6 3D will may show up at COMDEX; Super 7 system boards are expected in the first half of 1999.

Furthermore, high quality true 100MHz SDRAM (latency 3) will take several months to become available. According to Tom Hardware's Guide, for this reason "first 100MHz system boards will be very conservative to ensure reliability with lower quality SDRAM, so that there may not even be that huge performance increase over the current 66MHz," although the gain from the faster bus will be significantly greater for Socket 7 than for Slot 1 system boards.

According to Unigen's Reynard: "Since PC100 machines will be high-end, nobody would want to use 32MB, or smaller modules 128MB 100MHz modules need 64Mb chips (256MB modules 128Mb chips) to be really practical [So] many vendors are dropping 16Mb 100MHz SDRAM chips. The general trend seems to be that some of the higher quality Japanese manufacturers will go straight for 64Mb chips, while the Koreans, Taiwanese, and Malaysian companies will generally support 16Mb. This is well of the reasees for the delay of about a quarter in production shipments of 100MHz chips: the higher-tech companies and delayed by going to a smaller process, while those sticking with the older processes are normally the ones slower to market anyway."

Not to mention the complication of Ens chips. If the wait is too long, the best option now is a Slot I system like the one in Listing 1 (with a

Listing One: System Specs

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Unigen unbuffered 64MB, = 128MB DIMM using 64Mb chips and 4K refresh rate). Most of the components can be migrated to a 100MHz system board, CPU and SDRAM, when reliable ones become available. The only other candidate for upgrade will be the graphics card from a PCI to an AGP version. The current AGP operates at 66MHz, so you will not see any benefit without a 100MHz system that uses the forthcoming 100MHz AGP Ifor the full story on AGP,

(I would like to thank Steve Reynard for help with this article.)

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The Annual Refrain

I Love Taxes...

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one? This is the time of year when we find out if we have paid enough to our Great Republic. Maybe we get # bit back; maybe we send a bit more in. It is a pleasant and relaxing evening whiled away with the forms.

Record Keeping For Taxes

I am one of those who just cannot stand a record-keeping system. Other people can keep immaculate and detailed records. My wife is one such person-even her handwriting is beautiful. But I just hate keeping records and do not seem to have a talent for it. I have had to develop absolutely-minimum-effort way of recording my income and expenses for a cash-based business like writing.

Here is how I have been doing it for the last several years. I was a flat-file database. It is amazing how many programs include one. Microsoft Works offers one, as do Claris Works and InfoSelect

I spent about a half-hour designing two little databases. One is for income. The Income database has fields for Date, Client, Product, Amount, and Memo. This is absolute minimum, of course. One could have additional fields for Billing Date, Payment Date, and so on. But the idea in that there is a record of every sale I make, and that it is easy in fill out that record.

A second database is for Expenses. I have fields in it for Date, Item Bought, Vendor, Tax. Category, and Amount. The Tax Category field is because my Schedule C will later ask me to sort expenses into those categories. Among those the IRS provides blanks for are Advertising, Bad Debts, Car and Truck Expenses, Commissions. Depletion, Employee Benefit programs, 102 MICROTIMES - MARCH 27, 1988

Insurance, Interest, Mortgage, Legal and Professional Services, Office Expense, Profit-Sharing, Rent or Lease, Supplies, Taxes and Fees, Travel-Meals-and-Entertainment, Utilities, Wages and Other. Because I include those categories when I record the expenses, I can sort them easily later.

The most important thing about a record system is that you use it. If you are naturally tidy, you can use a complex system well. If you are born to the shoe-box, however, you need a computer system that is so easy to employ that you use it almost without effort.

Most flat-file programs have reports that allow you to group records and get both subtotals and totals. If you are working with one so simple that it does not, you will likely be able to export the information to another program. I move my expense records into Microsoft Excel and clean them up a bit. Then I sort them by Tax Category and subtotal them. The whole job takes perhaps a half-hour, once a year. Income is just an quickly summanzed. I print out these two summaries and I have sell the Information I need to fill mm my tax forms

There are better ways to do this, I swear. If I were really organized, I would have everything in a program like QuickBooks, and just squart it out in table form at the end of the year.

But I have found that the most important thing about a record system is that you use it if you are naturally tidy, you can use a complex system well. If you are born to the shoe-box, however, you need a computer system that is so easy to employ that you use it almost without effort.

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I actually do fill out the records in my database, because I have made it as accessible as i can. Here are some principles I have found that make it work.

· Build your record system in software you use daily. I use InfoSelect every day. It is loaded when my computer starts and is always open on the desktop. Its flat-file database is not the most sophisticated, but it is right there.

· Figure out the minimum information you need, and record only that. Sure it would be nice to know the birthdays of your clients. But unless you are an astrologer you don't need know them, Keeping the information minimal makes ill simple to fill out the form.

. Ill out forms right now, before you file that document. It is always a pain to make a record. but it is less of a pain if you have to handle the document only once.

The idea is to make the record-keeping right there, simple, and right now. In other words, I want to make it easier to keep records as I go along than to toss the documents into a shoe-box

And it has worked. Pretty much. Well, a lot of the time.

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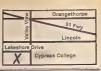
This year I got a copy of Intuit's was software They have TurboTax for Windows, and the very similar MacInTax for the Macintosh 1 must that good software makes the process about as painless as it can be



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Small Office/Home Office continued

The basic strategy for income-tax programs is simple, and has been used in all the programs I have seen. There is a two-path system for all the steps, and there is checking afterward to make sure you have not missed any steps or done them wrong.

The first path is for those of us who do not know the tax system at all. The program interviews us to find out what kind of tax-forms we need to complete. Do we need to fill out forms for a business? Are me filing as a single person? As a couple filing jointly? As members of a couple filling separate returns? When it has found out what forms it will need to fill out, the program then interviews us again to collect the information for each form.

In many ways you are just filling out the blanks w you would tax form. You might ask, then what is the advantage of using a tax program for this part of the work? There are least four benefits

One is that the program guides you to fill out only the right blanks. If you are like me, you may have filled out forms with far more information than you needed to. Another advantage is that the program makes sure you have not missed any blanks that need to be filled out. For instance, the tax form wants the "Control Number" from your W-2 form. I had never even noticed that number until TurboTax asked for it. A third service in that the program will do its best to ensure that you have entered correctly formatted information. It helps you avoid typos in Social Security numbers, not-heh, hehthat we would make such a silly mistake.

Finally, it can offer you advice about audittriggers. If you make certain entries, even if they quite true, TurboTax will warn you that they may get the tax-wolf's interest up.

ii the dog a dependent? No. Not unless you are a dog breeder, and then your dog a only a business expense. One of the most useful aspects of TurboTax is that every time they ask you a question, there a quick and to help-files with intelligible answers. If there is jargon, there's a glossary in go with it. I find the best design for help files-first you may a superficial orientation, and then access as more in-depth analysis.

Some programs include only the list tax information. That is like the duck getting guidance from the duck hunter-one may suspect the motives of the advisor. TurboTex and MacinTax Deluxe include CD versions of two books assuredly not written by the IRS. One is

Figure out the minimum information you need, and record only that. Sure it would be nice to know the birthdays of your clients. But unless you are an astrologer you don't need to know them. Keeping the information minimal makes it simple to fill out the form.

Money Magazine's Income Tax Handbook, by Mary Sprouse. The other is How to Pay Zero Taxes, by Jeff Schnepper.

One common query of particular interest to small and home office users is about the homeoffice deduction. What exactly does it take to make your home office deductible? Schnepper's book quotes from extensive tax-court case law, giving you an idea of what has been allowed and what has not

There are 88 forms included with TurboTax Deluxe. If you approaching the and deadline, and wondering if the program has everything you need, the answer is probably yes. You can also get a state version, which means you truly have everything you need. The program will transfer we your Federal entries over to the state form, and ask you any additional questions it may have. You can file electronically for a small fee-or free if you buy the deluxe version.

There is another quality to the program that seems almost silly to mention, but it did matter to me. Tax-time is stressful. TurboTax is designed to be as pleasant as possible. The whole interface is done in quiet adobe colors with blue navigation buttons. There are small touches of humor-You get to fill out another form, lucky you!"-but they are not overdone. Everything about the interface helps to reduce the inevitable angst one feels in filling out tax forms. TurboTax combines an air of utter competence with this calming demeanor, and becomes a double winner. I tip my hat is the thoughtful people who designed TurboTax.

More About Joint Ventures In issue 175 (www.mlcrottmes.com/175/soho.

html) we talked about collaborative ventures with other businesses. Apparently we were not the only people thinking along these lines.

Thomas (Marty) Harwell-Weiler wrote in to talk about work he has been doing with "Recombinant Work Teams." The idea is the same as that talked about in the columnteams of equals that come together briefly to accomplish a task, and then go their separate ways. He pointed m to his Web site (see Resources) for a look at some examples of the calculations such a collaborative team might make. He calls the whole system PRO-MASTM, and it is definitely worth a visit.

He makes a running calculation of what each contributor has brought to the enterprise. He quantifies them in "Investment Credit Points" or ICPs. By tracking these ICPs, the short-term partners can agree on what their share of the take should be.

Harwell-Weiler's page is interesting because he lists the whole strategy a set of principles. He then gives concrete and of the principles at work. and walks through the math. Sometimes the math needs work-I did catch merror. But the principles provide a simple system for figuring how to think about joint ventures. Here's a sample:

Clyde and Clydette contribute time and money on a joint venture to design a greeting card. Clyde, as super secretary, determines his time to be worth US\$17.00 per hour (17PH). Clydette, as graphic artist, determines her time be worth US\$28.00 per hour (28PH). PRO-MAS 101: Time spent and monies expended directly equate to ICPs (Investment Credit Points) which transcribe into percentages earned for the division of fees collected. Verifiable documentation should be available to substantiate claims of monetary expenditures. Note that 'per-project' rates (versus time frame calculations) are best expressed in 'monies expended' to confirm simplified PRO-MAS accounting. Decimal points are carried out to m least the third place and then rounded off to the second place to ensure accu racy down to the farthing.

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continued on page 22



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ACCOUNTING - BY DAVID A. SIMON, CPA, AND JENNIFER R. CHERNISS.

California Won't Tax **Internet Transactions**

State Surrenders Without A Fight

Cyberstores offer

a new, electronic purchasing channel for goods ranging from books to car parts to desktop computer systems. But collecting sales taxes in an environment where buyer and vendor may be unable to establish each other's identity or whereabouts will be a challenge for even the biggest of governments.

From its easy chair, California has risen to the occasion with long awaited regulations addressing collection of sales tax from Internet salesfolk. Under the newly issued regulations, a retailer not humanly engaged in business in the state can sell to Californians from a Web site without having to collect sales taxes from them. The key is knowing when you considered to be doing business in the state, as opposed to in an electronic cloud passing through it.

Technically, if a buyer isn't hit with the California state sales tax in a transaction, there "use" imposed later—such in the DMV would collect if you live in San Francisco and register a car you bought in Oregon. The reality, of course, is that most interstate purchases go unreported and see see rarely paid voluntarily Few Californians who buy from out-ofstate mail order houses have ever filed a use tax return, seem though it is legally required.

Given the enormous difficulties of trying to collect and enforce state sales taxes, in most any law, in cyberspace, California has simply decided a not require out-of-state retailers on collect it-only those doing business within the state face this requirement. Otherwise, customers are on the honor system. And there is no honor among shoppers.

Colifornia's decision offers a potential compettive windfall in virtual peddlers with California TO LECROTIVES - MARCH 27,

customers. Obviously, if the seller doesn't collect the sales tax, leaving it up to the purchaser's sense of duty and civic pride, the tax won't get paid and the customer sees a cost savings.

The effect on sales could be dramatic, especially among those letting their mouse do the walking in search of bargains bubbling up from the digital soup. A customer in Alameda County could avoid about \$300 of sales taxes on a typical laptop computer simply by ordering it over

Technically, if a buyer isn't hit with the California state sales tax in a transaction, there is a "use" tax imposed later-such as the DMV would collect if you live in San Francisco and register a car you bought in Oregon.

the Internet. If some Web retailers collect California sales taxes while others do not, it hardly takes Roger Tory Peterson, CPA 💷 figure out which bird will get the worm.

The same principle may or may not apply elsewhere. Different states have adopted markedly different approaches to taxing Internet commerce. At present, 24 states and Washington, D.C. unpose some form of taxation, 22 flave declared Internet sales off-limits, and four states and still tooking for a mission of Macintax that seed on an Apple (a) California has thus weighed in as a friendlier state than most for Internet business

It pays for vendors to familiarize themselves

with the new rules, as well as the statutory definition of the term "retailer engaged in business in this state." Regardless of your feelings about digital stores being abused as avenues for sales tax avoidance, they are now part of the compettive mix. If you-or your pixel likeness-sell online, it is wise to consider strategic business opportunities by reviewing a few tax precepts presented here.

The Basics

Generally, California imposes a retail sales tax on tangible personal property acquired within the state.

Even sellers whose central operations are located out of state must collect the tax on sales within the state, if that retailer has a substantial business connection with California. The business connection is also referred to as a nexus.

The key is that a state must have a substantial nexus with a retailer. Otherwise, it won't have jurisdiction over the retailer, who then can't be compelled to collect beans.

In California, the State Board of Equalization administers sales and use To address the problems inherent in Internet sales, the Board adopted the new regulation specifically addressing whether or not a cybervendor is engaged in business in the state.

The new rule, am amendment to Regulation 1684, became effective on November 27, 1997 it states

The use of a computer server on the Internet in create or maintain a World Wide Web page or site by an out-of-state retailer will be considered a factor in determining whether the retailer has a substantial nexus with California No Internet Service Provider, On-line Service Provider, internet

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Accounting continued from page 106

work communication server provider, or other Internet access service provider, or World Wide Web hosting services shall be deemed the agent or representative of any out-of-state retailer = a result of the service provider maintaining or taking orders via a Web page or site on ■ computer server that is physically located in this state.

What It Means

Out-of-state retailers whose only contact with California is the use of a computer server to create maintain we Web site have no substantial nexus with the state and therefore are not required to collect tax from Californians.

Let's say a person owns a California corporation that sells laptop computers by taking orders through its Web site. Say the person also owns # Nevada corporation that does exactly the same thing. Both corporations have employees who sit at their mouse pads all day filling orders.

Regulation 1602, they're off the hook.

The proprietor of a virtual store can often navigate clear of "officially" engaging in busiin California without too much difficulty, even if the owner lives in California and carries on other business there. The definition of "Retaller engaged in business in this state" is set forth under Section 6203 of the California Revenue and Taxation Code.

That lengthy statute should be carefully reviewed by you and your tax planner. It was recently amended and the changes will become operative April 1, 1998. To be safe, be sure your copy of the law is current, although the most recent amendments will affect relatively few people.

Under Section 6203, situations you would want to avoid as a business owner include (1) owning, renting, or leasing a business location in California, (2) having employees, representatives, salespeople, or agents in California, or (3)

At present, 24 states and Washington, D.C. impose some form of taxation, 22 have declared Internet sales off-limits, and four states are still looking for a version of MacInTax that runs on an Apple IIe.

The employees of the Nevada corporation work anywhere on the planet except California. They might visit we even live in California; they simply can't carry on corporate affairs while in the state Moreover, the Nevada corporation itself does not own or lease property In California, nor have any agents or representauves working in the state.

In this simple example, the California corporation must collect sales tax on sales that are delivered within the state, whereas the Nevada corporation need not. This is true even if both corporations obtain all their business by advertising in a local publication like Micro Tunes. The cybercustomer doesn't know, and might not even care, where the seller is situated

Clearly, the owner would have an incentive as follow a business strategy that avoids the need to collect California sales taxes. If the retailer incorporates out of state and is able to conduct the sale over the Internet without establishing a blological presence in California, then under 110 MICROTIMES - MARCH 27 1996

deriving rent from property in California.

If a corporation is domiciled or registered to do business in California, it is certainly considered to do business there. As such, you would need to collect sales taxes from California cus-

A Better Mouse Trap

California now sees virtual retailers, for tax nurposes, as essentially equivalent to mail order houses. Doing business on the Internet, however, potentially offers conveniences and advantages that mail order catalogues can't claim (e.g., faster order processing, visual confirmation, fewer murdered trees in the mailbox) Interactive electronic solicitation may in many cases become the preferred mode of doing business for the purchaser

And cyberhaberdashers can conduct business me the internet through remote service providess engaged in non-traceable transactions from unknown locations. One tax com-

mentator wonders, "Have surfers and sellers found a tax haven on the Internet equivalent to off-shore banking?"

It is likely that the shift to electronic commerce will eventually erode the tax base and have secondary tax policy implications. As Its revenue sources disappear into a digital black hole, California may be motivated to find a way to enforce sales and use taxes more effectively. To the extent that an adequate enforcement mechanism cannot be found, no doubt pressure will be brought for the state to abandon traditional sales taxes in face-time transactions, too. seeking other revenue sources instead.

Sales strategies will surely evolve to further exploit the direct marketing potential of the Internet, whether this change is market driven or mere tax avoidance. But until the revenuers catch up, there's untaxed gold in them there hills. ■ Copyright 1998 by David A. Simon, CPA. All rights reserved.

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The following is available free of charge from David Simon's office at (510)893-5753.

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RESOURCES:

Sally Adams, "Danger: Internet Taxes Ahead," CCH TAXES Magazine p 495 (September 1997)

Use of Internet by Out-of State Retailer Creates No Substantial Nexus for Use Tax State Taxes BNA Daily Tax Report No. 230 (December 1, 1997)

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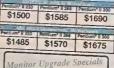
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Windows CE 2.0: The Sequel

Sharp Mobilon Shows Off New Ultralight OS Capabilities

Much fanfare

surrounded the first release of Windows CE, Microsoft's bantamweight Windows-style operating system for palmtops and small consumer devices. (What does CE stand for? Originally some speculated it stood for "Consumer Edition" or "Compact Edition," but later Microsoft apparently decided that they didn't want to limit the operating system to a specific niche, so now they say it doesn't stand for anything at all.)

Big manufacturers including Philips, HP, Compaq, Casio, Sharp, and Hitachi stepped forward with implementations; a large supply of machines were manufactured—and then, nothing. For a variety of reasons, Windows CE 1.0 machines Boundered in the marketplace; just a fraction of the machines that were built ended up sold to end users.

1.0 there remains a healthy demand for the next-generation's version of the same system.

My original experience last year with My original experience last year with but initially somewhat flawed platform. The operating system suffered from "1.0-lins", it had bugs and didn't have a number of crucial features that would have made it really useful. While the built-in applications were generally easy to ■ and even impressive in some ways, the lack of these critical features crippled the overall utility of the machines.

For example, while the unit allowed you to connect to the Internet to send and receive email and even browse the Web, and it also allowed you to connect a digital camera and download photos, it did not allow you to send binary attachments with your email, so there was no way to send the photos to your office or anyone else remotely (which could have been a

extremely inconvenient to use, because you then had to enter a password every time you turned it on, not just when you were accessing your private data.

The spreadsheet was functional and powerful, yet there == no way to split the screen, and since the display of these CE units is quite small, this made the spreadsheet practically useless for any but the smallest computations, as it was impossible to keep track of where you were == you scrolled around. There was no way to easily search for items in the calendar.

And so forth. Such omissions were scattered throughout the system, making the 1.0 machines much less useful than they could have been.

The market responded by staying away from the see machines in droves. Most consumers took wait-and-see attitude towards Windows CE Although many people in the industry felt this meant the system was a failure, it could well have been just a cautious attitude on the part of consumers who thought that there wasn't much point in investing in a system which was still having teething problems.

For whatever reason, however, Microsoft didn't release any new versions of Windows CE for about a year, until 20, which is just coming out now So, sales languished for CE machines as consumers waited for the upgrade—which, at long last, at finally out.

In contrast to their poor CE 1.0 cousins, CE 2.0 machines have reportedly been selling briskly, and retailers are having difficulty keeping the units on their shelves.

But that was then and this is now. With slightly less fanfare, Microsoft released Windows CE
2.0, == upgraded and polished version of
Windows CE with fewer bugs, support for printing and color displays, === much more functional versions of its built-in applications.
To contrast to their poor CE 10 coustins, CE 2.0
machines have reportedly been selling briskly,
and retailers are having difficulty keeping the
units on their shelves. Whether === midial interest will persus tremans to be seen, but it is interesting that after the bona fide flop that was CE

very handy feature—instead of having we buy more memory cards for your digital camera, you could have just emailed the photographs and then kept taking more).

Lack of file attachment capability prevented you from sharing the spreadsheet in word processing files you might have created on your palintop. In addition, CE 1.0 dd not support password-protection on a per-file basis, so it was very inconvenient to store any private information on the machine—you could password protect the whole out—but this made it.

Sharp's Mobilon

I recently got a hold of the first CE 2.0 machine to see wide distribution, the monochrome HC-4100 edition of the Sharp Mobilion. At a street price of around \$700, the Mobilion is priced more than twice see high as the Palm Pilotthough still less than a laptop. The color HC-4500, while I saw see COMDEX but which Is

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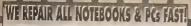
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Windows CE 2.0 continued from page 114

rather difficult to obtain, sells for around \$1000, as expensive entry-level Pentium laptop.

The Mobilon looks and feels much like most other Windows CE machines—a little slab a bit smaller than m paperback book, weighing a bit over a pound, with a tiny calculator keyboard. These new devices, however, sport a 640 by 240 pixel screen; wide enough to do full-width word processing, 12MB of RAM standard (originally they were to have 8MB, but they ship now with extra RAM).

Hardware-wise, the Mobilon's standout features include a builton low-power 33kbps modem (driven by a DSP chip, in doesn't drain as much power as a conventional modem) and a microphone which can be used to take voice notes even when the unit is closed.

Continuous **Improvement**

At first glance, a Windows CE 2.0 machine looks and feels much like a Windows CE 1.0 machine. As with CE 1.0, the desktop consists of icons and a taskbar in the bottom of the screen; III with CE 1.0, when you use most applications they take up the whole screen. In addition to Pocket Word, Pocket Excel, Pocket Internet Explorer,

For most people, the most noticeable 2.0 enhancement will be the addition of support for full-color displays. While this may sound frivolous, the effect is quite dramatic in practice.

Email, and the usual schedule and phone book applications, the Sharp Mobilon version of CE 2.0 adds Pocket PowerPoint and a voice recording application. The basic operation of the applications is also much the same as before.

However, there are a lot of major and minor enhancements under the hood. The most noticeable for most people will be the addition of support for full-color displays. While this may sound frivolous, the effect a quite dramatic in practice. Not only will the new color units like the color Sharp Mobilon give you prettier-looking user interfaces they will let you view and even edit your digital photographs in color, as well a email them to your friends, right through the built-in modern

The display on the color Mobilon is striking and impressive: with the backlight on it feeling just like a small color laptop. But more importantly, even with the backlight off, the display is much clearer and more readable than that of the monochrome Mobilon (or pretty much every other monochrome touch-screen display I have seen of used). The visibility of the color display makes the unit a pleasure to use in any lighting conditions

The main drawback to ill this prettiness is a big decrease in battery life; down from twenty hours or so of expected life in the monochrome version to only three or four hours with the color for two AA batteres (and I have found the twenty hour estimate even a bit optimistic in m) use of the black and white Mobilon). Rechargeable batteries are a must when using color

One optional gadget that you can add to the Mobilon and digital camera card from Sharp—this is a PC Card that slides into the Mobilion's card slot. The card contains not only an interface to a state era, but the camera itself; so you can essentially take pictures will

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Windows CE 2.0

your Mobilon itself. Since the unit comes with a simple image editing program, you can view and even do some simple edits to your images right on the machine itself

Another feature: you can now print directly out of your handheld. I find this particular feature a bit strange; in almost every case where I have been a printer, there has also been a perfectly good workstation or laptop computer sitting next to it ready to handle the actual chore of printing. What's more, it's much easier III fiddle with formatting and page layout on a fullsized computer, due to the small screen and cramped keyboard of handhelds, they are mostly useful for sketching out ideas and doing some general editing-the "real" finishing work should still be left for the machines with the larger displays for all but the simplest documents. However, next time you happen to run across a printer sitting there with no computer attached, you can use your Mobilon now to get some quick, portable hard copy.

In all seriousness, however, this could be of some use for the mobile professional who wants to travel very light, and who is also carrying a lightweight portable printer along with the one pound Windows CE 2.0 device Note that only printers that support the PCL standard (IIP's printer standard) will work, as that is the only printer driver supplied with CE 2.0. There is no built-in fax support, although third-party softpackages are available.

Most importantly, Windows CE 2.0 has a great deal of seemingly minor feature additions and bug fixes which elevate the built-in applications from the status of quirky gadgets to useful tools. As noted above, you men now send and receive binary attachments with your email; this is a very important feature which allows CE 2.0 users to exchange files, including word processing documents, spreadsheets, and pictures, with other users.

The spreadsheet has added all-important viewing options such at the ability to turn off the row and column headings (on a small screen, this can be helpful, giving you a whole extra line or two of visible spreadsheet), turn off the status line (even better), and split the screen, allowing you to navigate a largish spreadsheet while still having some idea where you are Both the word processor and the spreadsheet now support password-protected files; now you can conveniently store at least some private information on your handheld, a great improvement over the previous version.

The schedule program has an added 'agenda view" mode which is concise and useful, and also allows you to modify and edit your schedule completely from the keyboard (the 1.0 version required the use of the touch screen for some operations, which isn't always that conveniently

There are a few steps backward. For example, the contacts application should be one of the most easy-to-use applications-you should be able to just switch to it, hit a key and type in a name, and get information out, as quick continued on page 126

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possible, Instead, you have to select the application, figure out which mode you're in (if you're looking at an entry already, you have to close it), select the right "find" field (with the keyboard or the touchscreen), type in the name you're looking for, hit OK, wait for quite a long time, then double-click on the name which comes up. When you're on the run trying to look up a phone number this can be a bit confusing, slow, and difficult-the worst of all worlds. However, it's one of the few flaws in an otherwise greatly improved operating system.

Like Windows CE 1.0, CE 2.0 allows you to connect to the Internet. You wand download and send directly from the palmtop. You can surf the Web using Pocket Internet Explorer. The Sharp Mobilon's built-in modem is quite convenient; all you need to do to get on the Net in plug in a phone line and configure a dial-up connection. Configuring a connection is no more complex than doing it on a desktop machine-perhaps a little easier. When you're done you have an

Internet access device in your pocket. If you don't happen to have a laptop (or you don't want to lug it with you), this can be very useful.

The Mobilon Platform

The color Mobilon is certainly a very exciting looking palmtop, but the speed of applications is still rather sluggish. For example, a relatively simple operation such as looking up a name in the address book can take several secondsrather surprisingly slow. Battery life in the Mobilon is remarkably short—using the backlight for even a short period of time seems to drain the batteries very quickly. The built-in modem, though low-power, drains the battery even faster. However, the color machine comes with a rechargeable battery and docking station. making battery life issues a little less critical.

The keyboard on the Mobilon Is about the same most Windows CE devices-it's not possible to type quickly, but it's still faster than handwriting recognition-based devices. The

color Mobilon may well be worth it to those who want the coolest-looking palmtop screen so far made, combined with an actually useful version of Windows CE that brings this ultralight OS up to a level where it can compete with low-end laptops for basic functionality. Copyright @ 1998 by Mitsu Hadeishi All rights reserved.

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RESOURCES:

Microsoft Windows CE

Microsoft Corporation www.microsoft.com/windowsce

Sharp Mobilon HC-4000, HC-4100, HC-4500

Sharp Corporation 1-800-BE-SHARP

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BY A. LIZARD

Web Power Tools

Site Management And More For Windows

Your business or personal site big enough that maintaining it is getting to be a pain? You want to add those neat-looking guestbooks in internal search engines to your site and you don't know how? Your users complaining of broken links all over the place and you don't even have a list of your links, let alone the time to find out which really are broken? Did you just spend hours changing the background/text colors on every single one of your pages?

All of those things have happened to me recently in the course of getting my first commercial Web site (www.quartzsite.net) and upgrading my personal Web site (www.illu stons.com/alizard). I'm sharing my experiences in print so you don't have to replicate them for yourself.

These solutions will work in Windows 3.x as well as Win95/NT, for those of you that can't or won't upgrade or whose boss's MIS dept. won't allow me upgrade You won't find Web authoring tools here. There are plenty of reviews of these products all print and Web media, and] avoid using them due to unpleasant surprises I've seed in the code they generate, While I wait for something I like, I generally use a DOS programmer's text editor called QEDIT at generate raw HTML

I'll throw some helpful hints as well, based what I've seen in a former life as a professional Web surfer For instance, try make sure your Web site in compatible with both Netscape and MS internet Explorer, no matter which one you use. Usually the best approach a to avoid the use of HTML tags unique in mind or the other. The neatest proprietary tags will find their way into competitive browsers, but I don't

bet on this. Most people will probably be browsing your with browser versions a generation or two behind the latest and greatest.

Some solutions to your problems won't require any software on your side m all. Some companies provide guestbooks, internal search engines, even chatrooms that require just a willingness to cut and paste HTML code from your provider's page into yours.

A note on Java applets and JavaScript for enhancing your site: At this point, use with care. Some take a very long time to load or, in some cases, like that of CPU intensive applet on a slow machine, run. Some will crash various browser-machine combinations. This isn't to say not to use them-some are neat. If you've got : older machine gathering dust, pull it out,

load the virus scanner for your operating system there's a version for every major platform.

Miscellaneous Touls

Just about all software available online is in compressed form (archived) so it'll download faster. Programs for DOS/Windows are either in executable file form, meaning in this case you run it and it decompresses Itself, or in ZIP format, meaning you get to decompress it.

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WinZip 6.3 is one of the nicest archiving [il compresses and decompresses) tools around II handles ZIP, LZH and some legacy DOS formats. Z and other UNIX archive formats. The new version handles disk spanning; if a file compressed to more than one disk, it'll split the ZIP file up for later reassembly. If you've got DOS PKZIP

Try to make sure your Web site is compatible with both Netscape and MS Internet Explorer, no matter which one you use. Usually the best approach is to avoid the use of HTML tags unique to one or the other.

put Netscape and MSIE un it, and use it to dial up your site See if your site eats all the CPU cycles my your trusty old 486-33

This might be a good practice in any case. If the results annoy you, they will annoy your

Virus Alert

The tools recommended here are shareware/ freeware. Most come from sites not under the control of the developers. Virus scan anything you download! If you don't have a virus scan, go to the McAfee site (www nicafee.com) and down

2.04g, don't throw it away, the PKUNZIP decom pression program handles damaged files much better than WinZip does. Get it at with winzip.com

Devsearch is a specialized search engine for Web developers. You can find it at www deusearch com . Go there; it's a distinct improve ment on using general purpose search engines for finding Web-related information. There, the links you find in a search may be the wrong ones, but they'll be wrong ones that unques tionably have something to do with your topic.

New Web Browser: Opera from Opera

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Software (www.operasoftware.com). I think this is still Windows only, but hopefully, this will change. The advantages of this Web browser for developer use are;

 It reads standard HTML and only straight HIL if this browser will read it, so will everyone cless. Though there's no guarantee that it will look exactly the same, a page that reads okay in this should look okay regardless of browser.

 It loads fast. Of course, compared to Netscape and MSIE, most things do. This is the main reason I recommend it; If you want to casually check — of your files with this, you'll be looking at it in seconds. It should load fast, the download is only about IMB.

· It appears reliable and stable.

 It supports Netscape plug-ins and helper apps. It uses a method of adding new applications similar to the one in earlier versions of Netscape, which I prefer to the one in Netscape 4.x ously, once, or at most, a very few times is enough. One of the most annoying things a site can do as to continuously load an animation while you're trying to depart the page, any out find your browser is too busy loading the loop to listen as your command to go somewhere else. When this happens, I generally leave and never the continuous properties of the properties of the continuous properties. If I find myself having to reload my browsers or worse, reboot to get out of your site.

GIF Wizard (www.gi/wizard.com) is a Website, not a software package. You give it a Webaccessible URI for an image or a site and it will process that GIF image(s) into a form which will reduce file size and optimize it in other ways which make graphics that load faster without noticeable changes impicture appearance. With this, you tell the site what you want done by clicking on check boxes. After it's done, you pick up copies of the changed image files, if you like them, replace your originals. If not, try some different options and terun it. writers: generating pages which are simply unreadable due to insufficient contrast between text and background. If users can't read it, it doesn't matter how pretty it is, they will leave and they won't be back. If you'te planning to change the colors on your site, use this first, can get it is part of the HTML Library package at www.arachne.net/HTMLb. The HTML/brary is Windows help file containing a fairly please of the HTML in the H

The tools recommended here are shareware/freeware. Most come from sites not under the control of the developers, Virus scan anything you download!

It gives you a chance to opt out of one religious war, MS vs Nestcape, (If you're m professional Web m multimedia developer, you're still going to have to explain to the non-initiated why you're still a Mac user.)

Image Tools

GIF Construction Set: It's a neat GIF viewer. Get it at www.mindworkshop.com. The really interesting thing about it is that you can set series of GIF files into a single animated GIF. This worked the second time! Tred it.

Hint: There are any number of morphing tools that allow you to load a star image and an end image, and will then output a sequence of in-between images. Or, draw a series of slightly different images we your favorite graphics tool.

Another Hint Start with very small (ites Making an animated GIF means adding every image frame that goes see the GIF see a single large GIF file. This can see a while to download Yet Another Hint: Don't tell it to loop connouHint: The best way to handle large, complex images is link them to thumbnails on your main page and let people decide for themselves from looking at the thumbnails if they want to see the whole image or not.

SuperClip for Windows: This gives you actual control over what goes into the clipboard and how. This will let you capture screen dumps, including the top menu of the window of the application you are in, or perform more selectives screen capture using ordinary highlighting. It has some fairly powerful image manipulation functions. This also lets you save the contents directly to disk in a number of graphics formats. The filename is SCLIP250 ZIP One source is augustumnus condumnus directly forms.

Color Picker. This is a very simple tool. You pick colors for background, text, links, visited hinks, etc. and rill allow you what they will look like together on a page. The best use of this is that it should prevent you from making one of the backers and most commun mastakes of Web.

HTML Page Text Tools

Text Editors: QEDIT. It's DOS. It's a programmet text editor that lets you do things your regular text editors won't, such ≡ moving your text ≡ columns; its search and replace is more flexible than you'll find in just about anything else. You can run it out of a DOS window if you set it up correctly. I generally write my pages with it You can find out how to do that at my personal Web site, on the www. illussons.com/alizardiq-edit.

Int

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The program has been renamed TSE Jr. You can find in at www.cnet.com/Resources/Sweenral/
PC/Result/TuleDetail/0,160,0-18434,00.HTML

Search and Replace: If you plan to do more than a handful of pages, get a search-and-oreplace tool. While your HTML editor, word processor, = text editor (I == all of the above in producing Web pages) probably contains search-and-replace, using it on one page is easy and fast. Two or three aren't so bad Twenty or more goes beyond painful—II encourages misrakes.

The tool I use in called FindPP; the filename is FINDPP22.21P; get It at http://simrel.str.
net/Win3/fileutl-pre.HTML. Note that I fyou don't specify the search string and replacement strings exactly and correctly, you can use this tool to make a bigger mess in seconds than you can fix in hours. (Yes, this happened to me.)

The more limited your use the better—e.g. fixing a single color from #FFF000 to #000FFF—and text your replacement plans on a single page first. Make sure the S/R settings do exactly what you want them to do, otherwise. Findly will do what you told it to do.

Link Verification

Links and bad faster than telephone numbers doif your users find too many broken links on your site, they'll go somewhere else where the links do work.



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You can check your site links by going to the right Web site and following the instructions, running software on your FC, set via PERL = C scripts running on your ISP server. I admit that my personal site is something of an extremetest. It has 42 pages and over 600 links.

You can find many free link verification Web sites that return results via the Web—enter the URL you want checked and wait a few minutes. None of them worked on my personal site. You can find quite # few of these im the Link Validation section of this page: http://planet.fe/.com/guiffueb_toolst/guiff.HTM L. It's also # good place to look up other things; one disadvantage of using even a good search engine is that it helps to know exactly what # # looking for The table of contents

Assume that they will pay even less attention we you if you need help with their product. That's why their Web site isn't listed in this article.

Cyberspyder: I found out about this too late to review it. It is Win3.1 compatible. It's also is long download, about 4MB, and probably decompresses to 8 megs (www.cyberspyder.com). Definitely worth looking into.

Server Scripts: These are applications that run == your server (your PC's OS is irrelevant) that connect to your Web site in some manner. They are used for a number of things, ranging from page counters to... link verification. Many 1SPs do not allow users to run scripts; you might be able == == one == your particular site with the assistance of your sysadmin.

Scripts that affect your system m whole me

One of the most annoying things a site can do is to continuously load an animation while you're trying to depart the page, as you find your browser is too busy loading the loop to listen to your command to go somewhere else.

layout of this site may suggest to you things or information you need and didn't know that you needed.

The next level of power is sites that return results via email. Some are free, some charge.

Recommended Site: NetMechanic at www.netmechanic.com. Their demo version didn't cover my site completely (it probably would do yours). They have two types of service: one returns results on the Web fokay for very small sites) and another "background" mode, goes through your site and returns results via email If your site is too large for background mode to work, consider paying them for a higher level service.

I am now convinced that link verification in best done by software, either running on your PC or scripts running on your ISP's Web server

Linkbot AVOID. One of two Windows 3.x link verifiers. It's from Tetranet Software Unformately, the 3.x editions are time-expired You was download them but can't open them Their new edition with 150 may 200 may 200

up by your sysadmin. One example of this is a script file that will check everyone's site for bad links and send email to people whose links don't work. One place where you can get quite a few scripts, links, and more, is Mart's Script Archive (www.worldwidemart.com/scripts).

To add scripts to your site, find our which OS your ISP is using. Most scripts are written in PERL for UNIX environments. Some scripts are written in C programming language. There's software your ISP can use to allow running PERL in windows NT environment and probably on Mac servers, only your ISP knows whether they're installed, sarkyour provider about it.

This might be the best overall solution—these programs can be run automatically on a daily basis, as email you when problems are found. Problems will be found.

HTML Verification

Most browsers are pretty forgiving. Fix the mistakes on your page anyway. There is no way to know just which of your coding errors will crash the next release of the browser everyone will be using. Also remember that as m = Web developer, your mistakes m = 0 out there for anyone with access to the Web to find. It's better to have clean code.

There are mumber of sites for this, such as the WebLint Gateway at www.ccs.org/solidate Link verification by email sites will flag your most egregious coding errors on every page the link verification engine covers. The good thag about doing this on the Web is that you can do this matter what platform you're using

Web Site Power Tools

These are Web sites which can add funcionally to your site by allowing you to run "Web Applications." These appear to run on your site are largely under your control, but actually are written by professionals and run on a different server, usually commercial.

In return, they usually want you to runs small logo on your application page. The after native is to either find PERL or C scripts that do the job and figure out how to customize them or write your own from scratch. Most people are better off putting up with the logos.

Some Web app provider ads are considerably more annoying than others. I don't recommend the Besseen chat setup (*unwaw besseen.comi*, because having animated ad banners continuously running in a frame is simply too intusm' when there are better alternatives. Some site let you customize the look and feel of your Web app via a form is their Web site and will send you the HTML script to insert in email of let you copy it from a page. Some applications are added by cutting and pasting text blocks onlo your Web page; others is direct links which pulls is Web counter into your site. These will work for you regardless of your personal computers OS

Once you add a Web app to your site, checkii on your browser in make it's doing what you intended it to.

Assorted Web Applications

The Toolroom site ■ www.roolroom.com louis very good. They offer a guestbook, a page counter, a chat room, scrolling marquees, and sound (you can the sounds to your user's aconough a specific sound when a user opens an internal link).

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Web Power Tools continued

These applications appear to be industrial strength, with many, many customization options. Even the page counter lets the user pick their own digit styles. Color (background, text...) security, etc. Toolroom is the weed best thing to doing this yourself via custom CGI script. All you have to add in your page code is a single line consisting of a link to their CGIscapts like this; <img src ="http://www.toolroom.com/isuite/</pre> bin/counter.cgi?UIDxxxxxx&APPID=WebCount er">Some of these items | be on my personal site shortly.

Find more - The Server Corporation Web site (www.server.com/webapps). Their applications so far are guestbook, discussion server (allows setup and operation of discussion forums on your site... like having an internal Usenet newsgroup), and ■ mailing list application; this is to make it easy for you to set up and administer a mailing list and make it easy for your users to join your list.

Warning: It doesn't support the digest option, which makes it unsuitable for anything but low-volume mailing lists. If you're planning m high-volume list, talk to your ISP and see if

not only a raw count, but other related information (e.g. when people visit, etc.) displayed on password protected pages on their site; and a fairly good mailing list for professional Web developers, which has occasional good how-to tips, both for commercial marketing and for pointers to interesting tools. It's not so strong on HTML tech tips, but there are plenty of places to find those.

Internal Site Search Engines If your site is big enough, you'll want something that'll do a keyword search of your site. Hotbot lets you do this.

Go to their "Hotbot Tools for Your Page" page, (www.hotbot.com/tools/index.HTML) find the page that matches your intentions, then paste in the block of HTML text appropriate to your purpose. When you go to your page to do this, open it with a text editor, highlight the code you want in the browser window, cut, and paste to wherever you want this to go on your page. If you simply paste into your Web authoring tool window, the results will be unpredictable.

If you insist on using an authoring tool for

Links go bad faster than telephone numbers do. If your users find too many broken links on your site, they'll go somewhere else where the links do work

they run majordomo = other mailing list support tools in a form you can access.

They also have a calendar application, which you customize for event announcements, etc. A Web form generator that lets you have a page which will allow users to drop in and simply creare a form with the usual text boxes, radio buttons, check boxes, etc. and have the resulting HTML sent back to them

Banner Exchange

This puts your Web advertising banner on the sites of other members of the banner exchange group in exchange for letting them put their banner on yours. What you get out of this other than that depends on who you g with, I'm using LinkExchange (www.linkex change.com). The advantages of using LinkExchange me free advertising a free and invisible Web visit counter which will provide

this, we the View/Edit Source command. Which puts you into a text editor. If you haven't already done the customization by filling out the form on the download site, use the text editor on your local machine to customize the application. If you're customizing in the raw HTML, the instructions will usually be in a REM statement in the HTML source or on the page from where you got the code.

Search Engine Listing Help

There also Web sites which will take your form information and submit it to multiple search engines, reformatting as necessary. Many reviewers recommend Submit-It (www.submitit com). I don't. You enter the initial form, and then you have to customize it for the sites you want, then you have to submit the entries one at a time. It isn't a whole lot less work than simply going to the individual search engines.

It is probably best to submit to the major search engines one at a time (Altavista, Yahoo, Infoseek, Lycos, Excite) because their requirements are sufficiently individual and their customer bases are big enough to make it worth doing. Do this after submitting to Broadcaster (see below); hopefully, your personalized version is the one that hits the database. With Infoseek, remember that only the URL you submit will be added to the database; the rest of your site will be added when Infoseek gets around to it. To get around that, submit the URL for every single page wour site.

There are hundreds of minor search enginesyou can't cover them all. You can cover many by using Broadcaster (www.broadcaster.co.uk) IN submit to 200+ search engines using one form one button push. Its site categorization is a tribe strange. When I tried it, the report I got said 87 sites accepted my URL Not as good = 200, but a lot more fun than going to 87 sites one by one and filling out 87 different forms.

Most of these sites are ones I never heard of I regard this as no problem: I want users with an interest in what I have to offer to find my site. whether they check Yahoo or the Decibel Rebel's

Here's a sample of the email you'll get back from the demo version:

Link Page (Miscellaneous)

Decibel Rebel's Link Page (Miscellaneous)

OKDennis Le's Homepage Links (No Category Required)

NO RESPONSE The Eclectic Diner (Miscellaneous)

This is the demo for their commercial service It costs \$77 per year (single site subscription) and will automatically resubmit your pages al frequent intervals to ensure that the engines won't forget your existence. Based on their demo, I'm inclined to recommend their commercial service.

While there is software that will do this job 35 well, I'm me terribly interested in it. Outside the major services, the scene simply changes 100 quickly; software for this would have to be updated and distributed even more often than virus software.

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BIGIRON MEETS THE WEB

BEYOND SUFTWARE PUTS A NEW FACE ON THE MAINFRAME

ack in the days when MicroTimes was a new publication, the computing world was generally stratified into mainframes, minicomputers, and the relatively new microcomputers, all of which communicated with each other rarely and with great difficulty. * Today, given that a 1998 low-cost desktop model far exceeds the computing power of past multimillion-dollar mainframes, and that the advent of client/server architecture and LAN-based systems has increased options for getting work done, those distinctions are increasingly blurred. & Further, since the somewhat unplanned discovery that Web browsers made an awfully good interface to all kinds of data on all kinds of computers, there's been a proliferation of intranets (an IPbased approach to internal networking) and extranets (IP-based sharing of data with one's business partners), in addition to ubiquitous Internet access. This, in turn, has driven a migration to Internet-based open standards that's had proprietary systems vendors in the desktop world (e.g. Lotus and Novell) scrambling to adapt. * A similar scramble is occurring in the world of the large enterprise, where the MIS department is not only grappling with Year 2000 problems but with the new challenge of making its mainframe-based data accessible in a Web environment. Offering solutions to this problem is San Jose-based Beyond Software (www.beyond-software.com). In m white paper located on its Web site, Beyond cites a recent study by the Meta Group, saying that despite the recent inroads of client/server architecture, 60-80% of all corporate data currently resides on mainframes, and suggests that leaving it there might be more cost-effective than migrating it to a new environment. & We recently visited with Beyond's CEO and cofounder Brian Reaves, who offered some insight into the problems facing corporate computing, and some of the possible solutions. In our part of the computing world, there's a boom in UNIX and NT-based client-server architecture, there's a boom in bigger and bigger networks, and there's a loc of calk that the mainframe is dead.

However, this seems like an oversimplification, driven by the dublous assumption that mainframe computing has stood still for two decades while Moore's Law was merrily doing its work in microcomputing.

Right.

The computing dynamics of mainframe computing in general have changed; you're correct in that mainframe computing did not stand still.

In the old days, one mainframe that had very little computing power would fill this room and a couple of others. There were a lot of aspects of mainframe computing that were very expensive—the water content, the space that was required to keep it—and if you wanted to add some more computing power you rolled in another room-sized mainframe.

IBM as the leader, and now Amdahl and Hitachi and all the other mainframe manufacturers out there, have come away from those types of environmental dynamics, if you will, and moved toward chip-based architecture. CMOS technology is like PC technology—there are wafers and there are chips, and the cost of mainframe computing has been tremendously reduced due of the third that fact.

Now you have mainframes that are the size of refrigerators, but have more computing power than thousands, if not tens of thousands, of PCs. IBM has really changed the dynamics of the cost of computing, and mainframes did not stand still.

The beauty of it is that things like scalability and manageability and the ability to connect tens of thousands of users are still with the mainframe. That's why users are retrenching, I believe, to centralized computing, because they totally underestimated the importance of those features of mainframe computing. They're asking "How much is client/server really costing me to scale to 10,000 users."

license based on the size of your mainframe that can handle tens of thousands of users. As you've said, as a LNA- or micro-based environment, it's per-user. You get these per-user costs; you get 100 users, and you have to buy another license for another 100 people.

When you start looking at the cost of computing, for a system that has over 500 users, we're looking a about \$4000 per user per year iyou look at all the costs for a micro environment or a LAN environment, for a mainframe that's somewhere around \$1,300 or \$1400.



Hardware costs aren't that much of a difference, but people costs are very expensive. In client/server, for every hundred people, or every thousand people, you get a system administrator. There was be 10,000 or 100,000 users, and two or three people in a mainframe shop can take care of them. That's where the balance we starting with in favor of mainframe computing.

We don't come from an anti-LAN environment We're very pro-mainframe because it has capabilities that we believe wery important to corporate America.

What about software costs? With client/server and networks you have to acquire a lot of software licenses, for example. You've got support problems with people downloading screen saves off the net and messing up their applications.

IBM's been very successful in pushing this model on all of us: you have one software

You can start to do the numbers, and the LAN environment gives you exponential growth in cost, and the mainframe environment sort of levels out—the more users, the lower that cost tends to go.

What are those users using for terminals? Is this where Network Computers come in?

The heauty of it Is, they can use PCs. They're using the same terminals as a LAN or server-based solution would. People have PCs on their desktops, but they're connected to the main-frame. The old way was via SNA, or some other proprietary way, but the new way is through TCP/IE Which is the same way that the LAN is being connected—they've changed their paradigm as well.

So you can have a PC on your desktop, or you can have a Network Computer. They're starting to replace dumb terminals, which were these

sort of hard-wired terminals that didn't have many capabilities and got a lot of their brains if you will, from the mainframe.

Now you have the ability, with # Network Computer, to download all this information from the mainframe—it could be a network server in well—bringing the information to the Network Computer to do things locally, the send It back to the mainframe. All the computing paradigms still exist with the mainframe.if just a very large server.

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In fact, I don't think IBM uses the wood
"mainframe" internally any more. They use
"large server," because it's a large server and but
capabilities other servers don't have.

Considering that most of the people reading this story will not be coming from the mile frame world—at what point should you be considering client/server vs. mainframe, us what trade offs should you be looking at!

I think it's not an either/or, it's an and the logical thing to do is to look at your entire computing environment and answer the question, application by application; for this application, for the number of people who access and for what this application does, when should it reside?

Especially in the Global 2000, you're going in have some applications that make the most sense to remain on the mainframe; it by gift to make sense to move some of those mainframe applications to michiever arablecture. But the beauty of it is that if the Webrowser my your common interface, nobody alknow where it resides.

That's really where we want to get to when anybody can point and click, and they get is answer from the best place they could have got ten that answer. That's what this Web technicity allows—it's the great equalizer.

If I've got 20,000 users, 10,000 concurred that should probably be a mainframe system Why should I scale 100 to 200 UNX servers with all the people to do that? But, if there is some technology where it makes sense, list Peoplesoft or SAP, where you really have committed to that and know why you need to there, that's a LAN-based solution.

If I use a browser as a front end = all of the my end-users won't care, nor should they of. They only gripe at you when they know thereby difference. But when they point and clark aget an answer, nobody says, "That's terrible that it worked so well!"

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client/server-the client is the browser, the mainframe's a large server. The UNIX server is a different type of server. It's truly client/server; you just pick where your application should best reside for the long-term computing strategy.

You mention TCP/IP, which is an open man dard. Historically mainframes have used jealously guarded proprietary standards like SNA. Now, mainframe vendors have had to come to terms with TCP/IP in much the same way proprietary LAN vendors have done. Culturally, how has the meeting of open standards with a proprietary world gone, a corporations move

is as good as TCP/IP is on the LAN. IBM's TCP/IP stack is not as efficient as the traditional UNIX-based TCP/IP. But if you look at where they were three years ago in performance, they are gaining quickly, and spending tremendous amounts of money trying to move that forward. So IBM mm this m a huge emerging market?

Oh yes. They've taken "mainframe" out of their language, and I think they want to eventually take "proprietary" out of their language, perceptibly. There'll always be SNA, because there's a place for SNA, because it does have some rich history in allowing people to do things. But now they're talking net-

It makes sense for a corporation's CIO to say "Wow, you mean that I could have one standard in my organization, that does include every box in my environment?" If the answer comes back yes, that makes sense to me.

The potential cost savings - huge, and the ability to integrate things at will is very useful.

Correct. I don't want to underestimate the power of the Internet and intranet and extranet computing and electronic commerce. That is the hot technology; that's where everyone is saying they want to be. In order to be there, you have to adopt TCP/IP. There is no other way

If you're moving towards this type of strategy you have to inherit all the prerequisites of that strategy, and TCP is the main one.

What kind of technical issues do you run into when you go to TCP/IP-ify all these legacy applications that have been running IBM or Amdahl = Hitachi or whatever?

From a mainframe perspective, in utilizing our product, they already know 80-90% of everything they need to know. They understand COBOL, they understand REXX, they understand the back-end CICS and IMS and D82 Those skills are all relevant to them. With our Web server, we allow them to use their existing core competency to link the Web server to these back-end systems.

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The only challenges they have are "How do! want to link it up? What makes sense in this new paradigm, now that I'm not restrained by this 3270 24x80-column screen?"

I'd say the challenges that they have are start to think out of the box, because a lot of them have never really had occasion to do that That world has been rather well-defined for some years now.

Right. So that's the biggest challenge for \$ mainframer. [Our] product installs in 20 or 30 minutes; they can have the application up the same day, or in one or two days.

Then the challenge comes: "Now that I can do all this stuff, what should I really do? Do want to write a little more code on the application to make things work a little better, now that I know I can bring this data back to a Web browsing screen, or do I want m not do any thing and use the existing application?"

Those are the challenges that they have, but to me those good challenges. You're talking about progress, in my mind. Extension of an application is a positive thing. You don't have to deal with "Omigod, I have to move this huge DBT database over to Oracle or Sybase. How do I do that I don't even know those paradigms continued on page 14

Now you have mainframes that are the size of refrigerators, but have more computing power than thousands, if not tens of thousands, of PCs. IBM has really changed the dynamics of the cost of computing, and mainframes dld not stand still.

to an Internet/intranet/extranet environment?

In my personal opinion, it's turned IBM around and put them at the top of the heap again, because they've become more customer-

The bottom line is that it isn't important whether, internally is IBM, SNA is more important than TCP/IP; their customers have told them overwhelmingly that open computing is very important, and TCP/IP is the way the customers in their environment need to communicate between boxes. It was the only way mainframe was going to I LAN-based server which was going to talk to m PC.

list IBM finally got the message, even though I'm sees they still wage wars internally [laughs] "But SNA has this stated capability and we've spent all this money ... I think what they're evolving to is a model where TCP/IP in the prevalent communications protocol in their boxes. In fact, they include TCP/IP on every mainframe they ship, starting, I think, last year.

IBM is heard the customer and has realized that its growth was being stunted by proprietary systems. In order for them to regain the prominence they had before, they had to open theur eyes and open their world to the customer demand

I'm not saying the TCP/IP on the mainframe 142 MICROTIMES + MARCH 27, 1998

work computing; if you're going to talk network-centric computing, you've got to talk Internet/intranet/extranet. If you're going to talk that, you have to talk TCP/IP.

They've changed the whole spin, and I think (IBM CEO) Lou Gerstner's done a fabulous job. Because he didn't come from the heritage of IBM-he's about "what's the market?"

It's brand management | IBM. That's how they manage their business now. A mainframe is a brand. TCP/IP is something that helps mainframes communicate with the rest of the world, and therefore helps drive sales. It's brand management now for the mainframe world.

From a customer standpoint, what's driving this demand for TCP/IP?

Open standards. Everyone is tired of having to have yet another piece of software to do a specific thing. I think the greatness about TCP/IP is that it allows open connectivity to any box in the environment. So if you have a mainframe, you can talk via TCP/IP to it. If you have a UNIX box, you can talk via TCP/IP If you have Unisys or any type of box in your environment, it supports TCP/IP

I think the cost of trying to handle all these disparate and proprietary environments was overwhelming, and TCP/IP has soos become the common denominator

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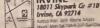
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Those, to me, are very problematic, because you're talking about recoding the application totally COBOL doesn't translate to C++ ; you've got to get somebody who see read COBOL and break it down and say the same thing in C++. Those are very expensive and time-consuming problems, as opposed to "Wow! I can browse it! Now how me I enhance it?"

A useful distinction that comes up in your white paper is the difference between me hits to your site and transaction processing. Can you elaborate on that, particularly in the context of electronic commerce—what is the distinction and what does it mean in practical terms?

There's an Internet/intranet/extranet adoption cycle.

The first part of that cycle was email. You think back five to seven years, and everybody didn't have email. Now everybody does-in fact if you don't have email, people look at you like "You don't have Internet email?" [laughs] You're obviously not with it if you don't have it. That was the first wave.

The second wave was where Netscape really took off-the whole idea that you were doing Web pages. You weren't doing transactions, you were just enhancing your marketing capability. When Netscape came along, the browsers were hot, the servers were hot; we talked about "How many hits did you get?"

Now what we've evolved to is transactions, People have said, "Show me the money! Hits are great, but that's not adding any value to my business."

You ask the question "What would add value to my business?"

Well, let's say I want to integrate this great Web technology with my transactional business information, where people can actually look = this important business data through these graphical means.

I think that's where we me now, and why Beyond is successful. Companies are trying to deal with "How do I link the Web to my important stuff?" It's not about hits; marketing is fine, but it's about CICS, and DB2, and IMS, and how do I view this mad extend this capability using the Web?

I think no one is really close to mastering this yet, not even IBM. Once we have mastered it, we can move to the ware logical step-how do I now take this important data and extend it to the point where people would buy it?

That is my definition of electronic commerce. That is the day where the catalog information for Nordstrom, which is on a mainframe and

they've had it on a mainframe forever, could be viewed by you or me right around the holiday season, and we could sit at home and click and actually purchase something. That money in seamlessly transmitted from our credit card or whatever repository of money we have Nordstrom. Commerce in when it becomes natural to all of us to transact in that way.

Right now, leading-edge people comfortable with that, but it's not a mainstream tech-

Not = all. Shopping is a social event = well; it's not just technology. People have to feel comfortable enough to where maybe they can see other people and shop together. People shop group-how can you translate that paradigm to Internet shopping?

Nobody's there yet. Mentally, we're not ready for that. But we are ready for "How do I add value to my existing important data?"

In all honesty, even companies like Microsoft and Netscape have never really had to deal with the enterprise, they've never had to toil with what IBM has had to deal with all their lives. Now they're trying to figure out "Well, we got hits, and it's real pretty, but what the heck is TICS and how do we do that?" [laughs] Uh, what is CICS?

That's a transactional environment on mainframes that's been around forever in the IBM

environment and pretty much runs the majority of the world's transaction systems.

So the people in the other world have to learn it. Not only do they have in learn it, they have to somehow master it quickly in order to grab that business. And I think those companies are chal-

So how did Beyond come into existence, and how did you see this as an interesting problem

It was through pain.

The founders of this company were challenged just like every corporation is now, with "How do we take this important legacy data running an IBM mainframe..."

In this case, our company, EPRInet, serviced tens of thousands of users worldwide. It was an electric power research institute; people think of them as a contract research arm for the electric

Well, the repository of all this research was mainframe system People would have to log in through a dumb terminal or 3270 emulator to get access to this information. The problem is, it's not intuitive-3270s, having to logon-for management types it's like "No, just

So at EPRI we were sending reams and reams of reports; that was very expensive. We wanted people to come and view the information at their own pace and slice and dice it.

The answer came back-"Let's do it with a graphical user interface to the mainframe data." EPRI being a research institute-we were always leading edge-we said, "Let's do it with this Internet technology."

What time frame is this?

EPRInet started in 1989, I think, so about 1993 we were really Into the Internet stuff. Netscape didn't exist; this was when NCSA Mosaic was the only browser out there Kerberos was another technology for security that was out there. We licensed the technology, we put all this stuff together. The problem was, we couldn't get to the mainframe.

We had a three-tiered type of environment We were using IBM RS6000s, moving data from the mainframe to RS6000, which talked in TCP/IP to our Mosaic browsers. It was very expensive; it was not very dependable; it was very painful. To shorten the story, we spent a lot of money and we didn't derive the benefits we thought we should have.

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I was out looking on the net, and ran across product from a guy at Rice University, Rick Traw. He had developed the world's first mainframe Web server. He did it, not for business reasons, but because he got tired of hearing that mainframes couldn't do this. So he read the spec-there's a basic IETF spec that tells you how to build a Web server-and he coded this Web server using a mainframe language that he knew, REXX.

We saw this, and it was like "Wow! this would be fantastic! If we could leave the dall and the business logic on the mainframe, but still allow browser access to it, this would be a great thing." We ended up showing a prototype in about two days. One of the things we hadn't successfully done in two months, we aid in

From that experience it wery clear, to pe and to the rest of us, that we'd just been through the pain that a majority of corporations are going m go through, m are going through non and we just found a solution. If we could take this shareware technology and really build it into a commercial product, we could solve a lot of pain. That was the beginning, and the impe tus for Beyond.

So who are your clients, and what are they doing with your technology?

The majority of our clients are Global 2000 companies. For example, Merrill Lynch.

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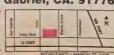
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Lehman Brothers, Bank of America, Wells Fargo, J. C. Penney, IBM itself in the Advantis group, Siemens, Rolm The common theme is, here are large companies who have legacy information that they need to extend and leverage into this new computing paradigm, the Web.

Merrill Lynch has Merrill Lynch Online, which is one of our demos, by the way If you were a Merrill Lynch account holder and had a lot of money with Merrill Lynch, you could now go in 24-7 and trade stocks, view your balance online; you was transact, you can do a lot of things. All that information's was a mainframe: with our product, they're now able to offer that service.

is on the mainframe as well, they're able to view those reports online.

J.C. Penney has a product of ours, which is an interface to a longstanding email and calendaring system called Officevision/PROFS. Our Webserver acts is a front end to PROFS and Officevasion, J.C. Penney has upwards of 40,000 people who is wieveing their mail and calendar online daily, using a graphical interface instead of the 3270 type of interface.

Advantis, IBM's company, has a sales force of 20,000 salespeople out there, who are pitching their network services to people every day. If you were a prospect and I was trying to sell you, you'd say, "I want more

what amounts to a virtual private network
with your customers = other people you deal
with frequently—the people in your economic
ecosystem, so = speak. How does that work

Every company has important data asset that they would like to share with their parmen, and in many cases they are already sharing with their partners—but typically it's in the form of paper. People ship reams of reports around to show inventory on different things.

Many companies have said. "Well, well aw you login access, we'll give you a private line to our mainframe, and we'll allow you to log in."
The problem is, when you extend 3270 access you have the same paradigm and problem that you have internally—people don't like 3270. It's not intuitive. They'll default and say, "Why don't you just send me that report?"

Fax it to me!

(laughter) Yeah, fax it to me, do that!

But with the Web, they are able to extend this access, as they had done before, but find graphical means. It's not limited to companies where you have a 3270, which is expensive; it's anywhere. Everybody can have access to it off the Web. You can go anywhere in the world and find a Web browser. At the worst-you can go to any library in the world and find a Web browser.

You can have a supplier anywhere in this world; if they can find a library with a International terminal, they can securely—with 1D and past word and maybe encryption, if they we added that product from Beyond—have access to some very important information that they an make a good business decision on Which to the end, supports the host company, because their suppliers are making better decisions because they have better information.

That's wonderful. Extranets, I think, are fabiloss. They're the reason why the Internet "bid"
paradigm needs to get more into the transactional mode—"How do I make money at this!
How would my partners pay for access?" Amy
company would pay \$1,000, \$2,000, \$10,000 to
have better information so they could do their
job better.

What do you think people are wasting their money on the most in this concext? We seen to be seeing a lot of money essentially fluthed down the drain on cuce bells and whisted with no business relevance, I is in a proverbial fairing logo in the IBM ad. What makes serse to spend money on, and what's just silly?

I think people spend a lot of money on things outside their core competency. I go back to Bank of America—they're a bank. If they're are they they is they in the contract of people in the contract of the co

That's really where we want to get to, where anybody can point and click, and they get the answer from the best place they could have gotten that answer. That's what this Web technology allows—it's the great equalizer.

Our product is EnterpriseWeb VM. It's a Web server that runs under the VM operating system, one of the diree main mainframe operating systems. You have the Web server running on the mainframe, and it initiates transactions against mVS box that has all this information. The MVS information is returned to the Web server, and the Web server serves it back to the customer's browser.

How is security handled?

The beauty of our solution is that we stick with sile of the mainframe security; we inherit all the strengths of the security already in place. Our server inherits the mainframe's security, is you're still challenged with the same level of security is if you were doing mainframe computing.

We've taken that a step further in that we've taken Intermet-style security—SSL—and ported that natively to our mainframe implementation.

In now not only do you have the best of world class security, you see encrypt data with world class security in SSL.

Bank of America does a tremendous amount of reporting on the assets that it has worldwide and what those assets sam doing Those reports sam viewed online; because the Web server is on the mainframe, and the data

explanation of these products." They'd go through our Web server and download all the collateral right off of the mainframe. They download it right there at the site. It saves a tremendous amount of money—this is workforce automation is its best here.

State Insurance Compensation Fund, an insurance company, actually submits claims online. We all hate filling out the form and waiting a number of weeks before it's approbe because somebody has to look at our handwriing. They submit to n the spot, so it's shortened their cycle.

Ducks Unlimited is a not-for-profit wildlife and conservation entity. They sell Ducks Unlimited hats, which are very popular. They do that online now, you are go and put in your credit card and actually purchase things over the Web. That's commerce for them.

It goes on and on; we have a number of other customer stories. But the bottom line is, it's adding value to their existing businesses, and in some cases extending the value to the point where they can charge money and make more money comage in.

One of the more recent buzzwords is extranet, where you're dealing not just with people in your own organization but having



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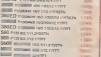
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How Browsers Replace Classrooms

The Company Intranet At Qualcomm By Ivars Bezdechi

hile we hear a lot about Internet-driven data overload and II tidal wave of online infodreck, both large and small businesses are discovering the relative usefulness of the Internet's sibling technology referred to III furnate."

While an "intranet" utilizes the same HTML cude and graphics which are used on the Web, and intranet is a network that exists solely and exclusively within an organization. Much like a local area network (LAN), an intranet graphically deliwas an organization's informational resources—such as databases, documentation, online training—to each employee's desktop quickly and ineapensively, while it still protects the information from unauthorized access as outside backers.

One company that has reaped the benefits of implementing an intranet is San Diego-based international electronic firm Qualcomm Incorporated.

Employing some 10.000 employees worldwide twith some 9,500 people in San Diego alone). Qualcomm develops, manufactures, markets, licenses and operates advanced communications systems and products based in proprietary digital wireless technologies in well as the popular Eudora Pro email software. W.S.I. components, and communications equipment and systems for government and commercial customers worldwide. With such in diverse product line. Qualcomm was faced with the challenge of maxing learning opportunities accessible to all employees, as well as meeting the needs of diverse employees with different learning syles.

With 90% of its employees located in #8 buildings in San Diego, the firm has found great success in utilizing an intranet system for training its employees in topics ranging from time management, project management, business writing, interviewing technique, and interna-



Qualcomm was faced with the challenge of making learning opportunities accessible to all employees, as well as meeting the needs of diverse employees with different learning styles.

tional business. Employees can integrate information from the company's infrance Web server while solving a problem or performing a task. Qualcomm also unlines an intranet for different functions including a company directory, mapping facility (to find a specific location within the sprawling 18-building Qualcomm campus) and general project management.

The Virtual Classroom

But perhaps the most unique use of the intrarel is still the system utilized for the company's educational needs.

According to Tamar Elkeles, Ph.D. Qualcomm's Learning Center Director, by the Company's Castroom and the Company's Classroom based educational experiences. "Right after we can be some department and projects on it, we determined that this was a technology of the Could use for learning as well. From a training perspective we're putting all of our contents the Web," she says.

Elkeles explains that the programs on the company's training intranet were mostly deed oped by the instructors who have, in a semi-become "classless." In order in adult the only the content of the training classes, Elkeles whether the content of the training classes, Elkeles whether toom, is information, versus what is experient all learning or behavior modification, full determining the answers. Elkeles would work with the instructor to repurpose into an electronic format any information that was dissenting the content of th

The new intranet-based individualized approach to learning has been welcomed by the majority of Qualcomm's employees, 3432 Elkeles. The people at Qualcomm like person

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MICROTIMES - MARCH 27, 1998 153

alized options for learning. It was important for in to reach all of our 10,000 employees with the same content.

"Understanding that people have different learning styles, and understanding that these 10,000 people all have their personal needs, we

"What we want to see as a company is the outcome of good performance within an organization. Providing information online allows employees to perform better," Elkeles says.

needed is create is different medium to create learning." says Elkeles. "If you are is visually-ori-ented person, we'll give you a video. If you are a more hands-on type of person, you can go to a class for an experiential exercise. If you're more oriented towards using a computer, the intranet program is for you."

But if Elkeles had her druthers, she would obviously like to see all Qualcomm employees embrace the Learning Center's intranet, eiting the convenience of logging onto the company's linemet server, clicking onto mulpicat area, and extracting the information needed at the moment. "It's not about stiting in a two-day class. It's about getting the information when you need li," she says.

Elkeles is confident that this "a la carte' approach to education and mo cause users of the system to have "gaps" in their learning experience. "Not everybody needs the amount of stuff," she says. She admits that some might perceive a bit of "college confidence" in this ambiguity and their content of the learning medium, and that the overall effectiveness of the system has yet to be completely evaluated: "The content for the learning modules has been taken directly from the classes—so we know that this part works. Whether or not people who get the content cam being successful at another story, and that's their choice."

'She says that ■ evaluate a Web-based training program ■ very difficult because traditional evaluation techniques cannot be fairly applied to this new medium. "Why do we need to evaluate information people get? We're just providing information, groing them ■ place to get it, make it

easy for them. We don't have me evaluate that. What we want to see as a company in the outcome of good performance within information online allows them to perform better," she says.

Elkeles adds that the instructors who have developed the modules in conjunction with Qualcomm's multimedia department are not being displaced: "These instructors are

being utilized in a different way. They are sull the experts. Only the traditional role of the instructor has changed."

The Learning Interface

Flexibility is the key concept in most of the learning modules offered on Qualcomm's intranet site. For instance, in the module devoted to interviewing skills, the on-screen coursework includes a section formatted much like a pame on the 'legal' questions a supervisor can ask a prospective employee. Utilizing a sophisticated internal artificial intelligence decision tree, another section within the module allows a supervisor to fashion questions based on the skills needed for a particular position.

While the intranet learning modules leave a 'cookee' which stores information on what parts of a lesson have been completed by an individual on his or her computer, it is "secure' in terms of privacy issues and 'how well' an individual employee does in a particular online class. The design of the how.

The design of the learning modules emphasizes a friendly template-based "look-and-feel." "We try make it fun. We work make it very engaging," says Elkeles.

While the basis of the online classes is developed by Qualcomm's in-house multimedia

department using HTML (the standard polygramming language of the Web), the interactivity and graphics of the classes are developed using a combination of CGI scripting, Isaa Cepprogramming. Shockware plug-ins and Macromedia Director, a program considered an industry standard for creating and distributing interactive applications.

The presentations do not incorporate alstel sound or animation, says Elkeles; rathe, 4 major consideration in the design of the learning modules is cross-platform compatibility with they perform equally well on Qualcommis with the perform equally well on Qualcommis with range of computers which include PCI Macintosh, and UNIX-based units.

• CD

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"What we wanted to do is build something that could go cross-platform and would alst into consideration the most anient congues which might be on the network," says Eldels "There are employees who don't have sound cards in their PCs—which precludes us from using audio components. We do not have wife to-the-desktop because of the bandwidth of straints of our network. That's not to say that Elkeles has not planned to incorporate these features in the future; dropboxes for fuser video applications have already been designed into the presentations.

White Elkeles seems to have the technical aspects of the intranet-based learning system in hand, she admitted her biggest challenges to engage "more learners" to utilize the 575 tem. "It's all about how you market your tool internally and how you get people excited about using the Web. There are still people if this world who don't want to utilize technolomy and don't want to go to the computer. Ad it is trying to get that population to go there we miss some of our potential audients because of this."

As for advice to those thinking about insularing an intranet-based information system. Elikeles says that companies and instituous should establish their networks for what the can build for today, and build for the system which currently exist within that organization. Build your applications for the technical capabilities you have now. While we built the build bone of our system some three years ago, take the consideration what was had then in terms of capabilities of the consideration what was had then in terms of capabilities of the capa

"Overall." she concludes, "the drawbacks to intranet-based training are virtually nil." Copyright 1998 by Ivars Bezdechi All right reserved.



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The BMUG Column You Won't Read In CIO Magazine

Fear And The Corporate Information Officer

This month. Peter will help corporate computing managers solve all their support and Help Desk problems, while Sam comes up with some great ways to maximize your investment at the Mac you have before you run out and buy a new one.

BHUG And The Enterprise

By Peter Linde

Hey You! Corporate Information Decision Maker! How would you like to be a hero in your company? How would you like to be responsible for making your company more profitable and your computer users (read: customers) more productive? How would you like to cut your staff while at the same time improve service? If of this can be measured so you will get the credit. I promise Just read this artucle, and you will learn a simple proven method for achieving all of the above.

You say that it can't be done? You've tried everything, right? You increased the number of people
answering your Help Desk phones. You hired more
techs. You already subscribe to TechNet. You even
went our and bought that expensive dispatch tracking system and knowledgebase that all your techs
complained about. Then you bought the other one
when the first one didn't work. Or course, you only
hire MCSEs and CNAs, but for some darn reason,
they never seem to be able to solve your end user's
problems on the first visit.

But there is one last thing that you still haven't tried. You probably even know what it is. You've heard all about this miracle cure already. You've read the studies will your fall even tried to show you we

her computer at school. But something less held you back. Something just won't let you do what you know is right: Fear. The fear of appearing uninformed pervades our industry, but he seldom talked about

Most MIS professionals seem to believe that omnipotence is a job

requirement for working with computers. From techs to CIOs, everyond runs around constantly pretending that they know things that they don't. This means that decisions—decisions that can involve millions of dollarare often based on the small amount of information people have already acquired through direct experience—or worse, on what everyone else seems to be doing.

My consulting practice supplies both Mac and PC Support Technicians to a Fortune 500 client that currently has about 1000 Macs and 3500 PCs. The 1000 Macs are cared for by four Support Technicians. That's 250 computers per Tech. Those four techs are like Maytag repairmen. They often find themselves bored stiff Their internal customers?

Happy as clams.

Let me give you a real world example: My consultung practice supplies both Mac and PC Support Technicians to a Fortune 500 client that currently has about 1000 Macs and 3500 PCs. The 1000 Macs are cared for by four Support Technicians. That \$250 computers per Tech. Those four techs are like Moyas repairmen. They often find themselves bored stiff. Their internal customers? Happy as clams.

In fact, they are the only people in the whole company who are happy with their computers and the support that they receive. The average PC techal this company services about 80 end users. The PC users hate the MIS department and think the support they get is substandard. They complain constantly

So, you wouldn't be at all surprised to learn that this company, upon careful self-examination, had decided to standardize on Macs. At least you wouldn have been surprised if that's what they had chosen

Instead, in defiance of their own direct experience, they have recently chosen to remove \(\ext{if the Mass in the company and replace them with PCs. \(\text{Via probably think there is some application that only exists \(\ext{if PCs that is forcing them to make the syntch Nope. In fact, some of their mission critical applications only exist for the Macintosh Perhaps they set the state of the probable of the

having trouble with document portability across to two platforms? Nope. Macs have been able to handle this for years. Could it be that they have figured out that they will have a lower total cost of earership (TCO) by switching to PCs? Nope. Independent study after independent study has shown that Macs have a lower ICO than PCs.

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16 MB EDO RAM 32 MB EDO RAM 32 MB SD RAM By now, you have probably figured out that my magic bullet for curing your Corporate IS woes is to switch to the Macintosh platform. And your mind is, no doubt, racing with reasons why you can't. The hardest hurdle to overcome is that everyone else will make fun of you. And, in truth, there is no way around this one. Remember, they are just as afraid of their lack of knowledge my our are fyqure.

The way they make themselves (cel better about their head-in-the-sand stance is to make fun of those who dare to use reason. But trust me: They'll stop laughing a year or two down the line when you get promoted for bringing costs down and satisfaction and productivity up.

Will this mistake hurt your career? Probably not. Bill Gates has built an empire me fear and misinformation, and few in corporate America seem willing to stand up and say that the emperor has no clothes. Don't take my word for its The empirical evidence is out there.

Check out Apple's Web site at www.apple. com/whymactweb/articles hat for inks to articles that compare the MacOS and Macmiosh computers to Windows 95 and Intel based machines. You can also contact BMUG at info@bmug org. or come to one of our main meetings. There's no need to wear a trench coat and fake nose. You will be welcomed. More information about BMUG is available at www.bmug org. And last but not least, if you mail was a puble/indegroup can. I will personally see to it that you get information from Apple that will help you better evaluate how Macs might benefit your organization.

You May Not Need A G3 Yet

Apple's new PowerMac G3 line has motivated hundreds of thousands of Mac users to ditch their old machines. You may be sitting on the sidelines wondering if it's time to shell out two

My magic bullet for curing your Corporate IS woes is to switch to the Macintosh platform. Your mind is, no doubt, racing with reasons why you can't. The hardest hurdle to overcome is that everyone else will make fun of you. And, in truth, there is no way around this one. Remember, they are just as afraid of their lack of knowledge as you are of yours.

I could give you a hundred more examples like the one! listed above: examples of companies that throw away money because IS managers just like you would rather make safe, bad choices then do their homework. I could tell you about my years of experience running a business that does both Mae and PC consulting, and about how much more our PC clients pay us each year versus our Mae clients. There are just too many of these types of

Lastly, let's get one thing straight. This isn't about zealotry This is about tools that people use to get jobs done. The best tool for the job is the substitute of the job is the substitute. In succession, and the straight is the substitute of the straight in succession. The substitute of the subst

grand for one of these beauties

The answer to your dilemma depends on more details than I can list, but there as some issues that all of us have in common. This month we'll examine what I believe to be the three most cost-effective purchases for the average computer user, plus tricks for making them come out right. The best part of this game is that you don't have to buy a G3 to play.

Drop \$70 on RAM: I recently looked
a a copy of MicroTimes #71 from July 9th, 1930. A 16MB expansion *kit* for a Macrintosh IIct is advertised at just under \$3,000. Today 16 megabytes of RAM costs about \$40 Prices have changed by a factor of 75. but the basic importance of RAM has not. The more RAM you have, the more programs you can run and the more room you can give each one.

Less than three years ago, most Macs shipped with 8MB of RAM. Just to run MacOS 8, base Internet software, and a light word processor, my Mac asks for 25MB If I wanted to scan ad rework a photograph to accompany this calumn, that total might double. I could get by with less by turning on virtual mentory, but titual memory tends to make my Mac slow to a crawl as resources are shuffled from the hand drive to physical RAM for access

If you regularly quit one program so you can open another or watch it slow precipious by under virtual memory, you need more RAM. A good rule of thumb is to add 32MB to whatever your Mac shipped with The Irick to adding RAM is to pick the right retailer joy buy a PowerMac G3 from Apple's Web site, they'll be happy to add a 32MB to your machine—for \$200. MacWarchouse wants \$360. Yet plenty of mail-order businesses that specialize in RAM will be happy to sell you the same product for \$70.

A Web page called RAMWatch keeps track of the going rate at www.macresource.patcommrp/ramwatch.shtml . As I write in late February, \$70 will get you 32MB of RAM la almost any flavor: standard DIMM, EDO DIMM. SDRAM DIMM, or 72-pin SIMM, Poy attendor to the "low" price, not the "average," which is easily skewed by one or two high figures.

If you don't have Web access, the Chip Merchant (1-806-808-CHIP) and Data Memory Services (1-800-662-7466) are usually within a few dollars of the best price. Be sure to specify the computer you plan to install the RAM in ask for a written warranty, and pay with a credit card.

Get a Bigger, Better Monitor: When you are using a computer, your monitor a your world Too many computer users continue to put up with so-called 15" monitors, the entry-level standard. These monitors as generally used a resolution of 640 a 480 pixels, the WYS/WYG (true-to-life) resolution on old 13" monitors. Some run them at higher resolutions, but the resulting image is so small that it feads users to counterproductive compensations like increased font sizes.

Quality 17" monitors, once a luxury, now cost about \$600. They are WYSIWYG at 823 524 pixels, which gives you a whopping 705 larger work area than 640 = 480 for real increast in productivity and enjoyment. The next traditional size is 20", which at a WYSIWYG setting of 1024 x 768 pixels give you 505 mort room than the 17". These monitors are bus and expensive—60 pounds and \$1,300 of



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more. Recently manufacturers have added a 19" category, which splits the difference between the 17" and 20" categories in both workspace and price.

There me three tricks to getting a good monitor. The first is to m to a store and comparison shop. Make sure brightness settings and ambient lighting are comparable among the monitors you examine. A monitor in front of a sunny window set to 50% of maximum brightness will look washed out compared to one in a dark corner set to 100%. For sharpness, look at black text in a small type size against a white background.

Prices have changed by a factor of 75, but the basic importance of RAM has not: the more RAM you have, the more programs you can run and the more room you can give each one.

The second trick is to go to a PC-oriented store, which will offer a broader selection and probably lower prices. Most any PC monitor you look at will have an "SVGA" connector. With a Mac-to-SVGA adapter, you can use it im any

modern Mac. Many manufacturers will send you one on request; they cost about \$20 separately.

The third trick is to make sure the monitor you go home with is or can be trued. Most monitors get banged out of alignment before they reach the store; that's why they all have controls on the front for tinkering with the image. But no and of controls can handle every possible distortion. The \$600 question is whether the controls on your new monitor will fix its particular irregularities. You can't answer it without taking the monitor out of the box and hooking it up to a computer. Check before you buy, or be prepared to exchange.

Spend Time: Many people underestimate how much time getting a new computer up and running will require. It takes time to shop, time to configure your new computer, time to move your data and applications over from your old computer, time to make them work on the new machine, and time to find a new home for the old one. I seem to need about a working week to change machines, which is why I don't do it every year. That effort may not seem like " "purchase," but since it comes out of productive or lessure time, I like to think of it as one. First time buyers will find themselves spending even more time just learning how computers work.

Of course, you can skimp on many of these chores, but the result will be a less useful tool If you don't have the time to put in right now, you may want to wait before you buy.

Computers only get cheaper and better. One trick to enjoying this process of learning a new tool in to the your learning curve to a specific project. Installing software is not my idea of a fun Saturday afternoon activity, but if I'm doing it to get my new Internet surling machine up and running so I can create a new Web site, I'm likely to mind the drudgery of disk-swapping a lot less. The best thing about this trick is that you don't have to spend a

Most people explore but a tiny fraction of their computer's capabilities, while tolerating various annoyances that they are too busy or lazy to deal with. Rather than throwing money at your computer, consider budgeting time to do something new with it, which will force you to learn more about it. Computers are marvelous tools, but like all tools, they work best in the hands of the people who use them

Mare Tricks And Tips

For a reasonably complete overview of the Macintosh market aimed at home and small business users, check BMUG's Web site 1 should have a Guide to Buying Macintosh Computers up by the time you read this at: www.bmug.org/Service/buying_guide/ . Happy shopping!

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What Is BMIG?

MUG m an educational non-profit computer user group providing know-how, software, and opportunities for 10,000 computer users from countries around the world. We are m the business of giving away information.

BMUG publishes and distributes some of the best computer books and CD-ROMs available. Our semi-annual 400-page "Newsletter," sent to every member, contains scores of articles on every facet of Macintosh computing, the Internet, and more, plus hundreds of megabytes of useful software on the included CD-ROM, all without a single advertisement. Our three BBSes are thriving virtual communities where thousands of people share information about everything from how to defragment a hard drive to how good the latest Emma Thompson movie is, all presented through the

The BBSes also offer access to much of our constantly updated software library. BMUG offers volunteers a broad range of opportunities to learn valuable sees while helping people and having fun. We support over a dozen free Special Interest Groups amend at everyone from complete beginners to professional programmers, where any member of the public can come to get questions answered. Members can make appointments sigh our valuant volunteer hardware gurus to get memory installed or mysterious problems examined

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INTERNET . BY JOHN II. QUARTERMAN

Can You Help Me With My Computer?

GUIs, Platform Wars, Myths Of User-Friendliness, Etc.

Usually I write about some combination of the Internet, politics, = UNIX. But I've been asked one question so many times I'm finally going to write about it. The question is:

"Can you help me with my computer?"

You can probably tell right away by the way the question is phrased that it's about a PC running Windows. Anyone with any other kind of computer or operating system would say what kind—whether Mac, UNIX, VMS, Multics, or whatever, running == Cray, Alpha, Sparc, Imsal, or whatnot.

I answer, "I don't use Windows." It never does me any good is say that.

"But we you help me with my computer?" repeats the fnend, relative, acquaintance, random passerby, whoever. No matter who, it almost never sinks in that there is any other kind of computer. Any hint that I have anything to do with computers, and here we go. I even explain in detail that I use UNIX. I don't use Windows, I don't like Windows, I don't know anything about Windows, but still, there it is again.

"I'm sure can you help me with my computer!"

The Problem

So what is it all these people with help with, anyway? Using Windows #8 or fixing problems with It.

A nurse claims she "caused a bug in the

memory system" by downloading a new copy of Internet Explorer. She's waiting for her friend the computer expert to come by and fix it.

A couple I know spent \$1500 (a sizable sum for them) on a computer so their children could use it for game and educational purposes and so they could be the Internet. It's been out of commission about half the time since. Why? Because they keep picking up unexpensive software and loading it onto the computer. Why doesn't that

People use Windows 95 because it's on their computers. Microsoft has successfully created a selfperpetuating monopoly.

work? Because much of it is Windows 3.1 software; that's why it's so inexpensive. It will load on Windows 95, but in doing so it overwrites various system files in an incompatible way and trashes the operating system. Why don't they notice? Well, it says "Windows" right on the package! Can they fix it? They never have. They have an In-law come over and fix it (or them every time.

I had an uncle who bought a computer and was bird when he discovered he had to buy software for u, see Really mad. Thought hed been cheated. The public nowadays mostly knows computers need software but it's still too much expect the average computer buyer to nonce whether a package of software labelled "Windows" says "95" or "3.1." "E

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A retured schoolteacher has a relatively new computer (bought last year) and she urs! it mostly for electronic mail. She keeps losing letters as she composes them. She'll minimize the window and then doesn't recognize the tigy minimized icon as anything related. You can point this out to her, maximize it, and then she'll get all excited that she's found her message and she forgets to remember how the message and she forgets to remember how the message was found. Every time she has to get some body to find it for her.

A horse trainer got a new computer, she idin't have a lot of trouble setting it up, or griting connected to the Internet, although she did have to have a friend come over and help her. The Internet connection part did require three pages of instructions. This has to do with tarzanning among the several directories that contain the vanous pieces of software (modern TCP/IR DNS, mail) that am needed to arrange to send mail through a dial-up IP connection fortunately, the local ISP had those already printed out for her Everything seemed OX.

But after the first successful mail message she sent, nobody heard anything more fram her. I finally called her up after several days. Sie said she was getting everyhody's messages fine. She had also been answering them and omposing new messages as send. She had been successfully diading up the ISP, obviously, when

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she was receiving other people's messages. What was wrong? Half an hour with the ISP walking her through the necessary steps found the problem. She had not pressed the Send button on the mail screen before dialing up the ISP.

Speaking of tarzanning, what exactly is the distinction between my computer and startup,

anyway? Almost anything can be found either way, although it's usually faster to use Find.

One university I happen to be familiar with has a whole technical group in the computing center devoted to fixing Windows 95 problems. This almost always consists of reloading W95 from a CD/ROM. These people are paid about \$45,000 m year each to reload the same software from a CD/ROM several times a day.

How This Int

Many people say the reason Windows95 in the most popular operating system on the face of the planet is because its graphical user interface (GUI) is so easy to learn, because it's graphical and intuitive, and all programs adhere to m rigorously consistent set of user interface conventions.

The supposedly intuitive GUI isn't. The supposedly obvious icons aren't. The supposedly rigorously consistent programs aren's. It breaks all the time. It requires experts to fix it. No IIII but technical people ever figure out what's wrong from the manual or from the online help systems

Okay, there is one other exception. Children have no great difficulty learning Windows Bul of course children have no great difficulty learning UNIX, either. That's what children do all day, after all: learn new things. They're used to it, and they have a pool of friends their age to ask questions.

Now m my wife's house (we live in different states and commute; long story), the children have a choice of UNIX III Windows 95. They use Windows 95 for games and Word. They have no problem using UNIX for everything else, especially electronic mail, Web browsing, and other Internet uses.

The GUI Religion

One of the big advantages of Windows 95 is supposedly that a has a GUI, and GUIs are supposed to be inherently easier to use

In my office, we mostly use UNIX, because we're trying to get work done involving the Internet. I find it takes no longer to take some one off the street and train them to use enough UNIX commands to get the job done than if does to teach a new Windows a user enough 10 reliably send and receive mail and to handle simple filing operations. For example, there is. in my experience, zero difference in the learning time between Pine with its textual menus on UNIX and any GUI mail program any platform. And Pine has better error handling.

People who have used Microsoft products for a long time find this hard m believe. They have no trouble using Windows, they say. And proba bly they don't, because they've learned each new idiosyncrasy of each new release from DOS

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on as it appeared. The power of familiarity cannot be overestimated.

As an extreme example, consider telephone numbers. Essentially arbitrary sequences of 7, 10, or even more digits! How much worse could a user interface possibly be? Yet nobody notices that much, because we've all become familiar with it,

Familiarity wars used to occur with TOPS-20 vs. UNIX. This was with two command line interfaces that Windows users would probably find indistinguishable without learning each of them. And even between TOPS-20 and VMS, even though VMS's command language was basically a subset of that of TOPS-20 People liked what they were familiar with. They didn't want to learn anything else. They didn't understand why anyone would want to learn anything else, or why anyone would have any trouble with their favorite interface

In fact, a lot of people have a lot of trouble with Windows. Experienced users get used to it, including getting used to having problems. New users aren't familiar with it, and experience frequent problems in problems.

So Why Is Windows So Popular?

If all that in true, why is Windows so popular, anyway? As anybody who is familiar with the history of computing is aware, Microsoft only adopted GUIs because Apple had demonstrated that the Macintosh with its GUI could maintain a significant market share even in the face of Microsoft's marketing might. The original Windows GUI was a clumsy knockoff of the Mac GUI, deliberately modified to be just enough different to avoid legal problems. Windows 95 is a slightly more consistent rehash.

Windows didn't cause Microsoft's market dominance, Microsoft adopted Windows to help maintain its already overwhelming market lead.

Most Windows 95 users are not familiar with this history, of course, because most of them have only been using computers for a couple of years.

So why is Windows so popular? Because Microsoft has managed to convince practically every manufacturer of any computer sold into the mass market to ship the computer with Windows installed. It has nothing to do with

Children have no great difficulty learning Windows. But of course children have no great difficulty learning UNIX, either. That's what children do all day, after all: Learn new things. They're used to it, and they have a pool of friends their age to ask questions.

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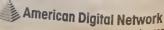
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intuitive user interfaces, design philosophy, or quality of software. If Windows had any real competition, its quality would improve or Microsoft's market share would decrease, because people wouldn't put up with the current shoddy state of Microsoft's software.

Others say Windows is so popular because it has a many applications. That's putting the carriedre theore the horse. Windows has a many application because so many people use it. The application designers want to leverage their efforts by putting their software on the most popular platform. Sure, there's feedback in the other direction. But it's just not true that Windows became popular because of the applications.

Besides, what applications do most of these people want to use? Two things, mostly: games, or the Internet. Most games, for sure, run mostly under Windows 95. But the Internet is accessible from just about any known computer platform.

Yes, people also use PCs for accounting, and word processing, and other similar office work. But you seem get all those programs or others like them for Macintoshes or UNIX.

People use Windows 95 because it's on their computers. Microsoft has successfully created a self-perpetuating monopoly.

Conclusion

I know some readers will chastise me for going by anecdotal evidence. It's interesting how no one wants to accept anecdotal evidence unless it agrees with their opinion. But, yes, anecdotal evidence is not enough to prove a phenomenon. However, the kinds of problems I have described here are so widely reported, and there are so many people who make a living by fixing them over and over for users, that I think there is a real phenomenon here.

Next time I buy anybody a computer, I'm putting Linux or BSDI or Solaris or some other version of UNIX on it. Maybe I'll leave a disk partition for W95 so people can play games Or not.

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ONLINE SERVICES . BY BILL GRAM-REEFER

AOL Gears For New Competition

Version 4.0 Improvements Are On The Horizon

America Online

(AOL) shareholders cheered as that company's stock (NYSE:AOL) returned to # \$100+ price per share in February. But for many long-term holders of AOL, it was more a sigh of relief, since last year the stock had fallen to a low of around \$40. So for many investors the news was # financial wash, a return to normality-and perhaps a sign that the online giant with over ten million subscribers is poised to continue growth in the face of new competition.

More recently, AOL announced a stock split make its offering even more attractive to another round of consumer capital. And they'd better rake in the dough for expansion now.

Formidable Competition

For on the horizon comes news that Yahoo and even Microsoft are floating plans to get into the online service game, too. Yahoo in talking about launching so own service, so be named later, that would be a first-stop portal to is own directory service and other content. The kids in Redmond hope to carve out some entry-level portal space for themselves with Microsoft Start, scheduled for possible release later in the summer.

Microsoft's idea of a "preferred portal" will feature Web-search capabilities developed by

to get into the online service game, too.

attractive to another round of consumer capital. And they'd

better rake in the dough for expansion now; on the horizon

comes news that Yahoo and even Microsoft are floating plans

Inktomi, free email from recently acquired Hotmail, and software that lets users personalize data captured from the system's wide range of specialized databases Microsoft Start will be a free service available to anyone with Internet access. Microsoft also hopes to use Microsoft Start as the introductory page to its own, existing MSN online service.

The idea, of course, is to make your site the gateway to the rest of the Internet, hoping that millions of users pass your way every day, generating mucho advertising dollars. Everybody's doin' it: Yahoo, Netscape, Microsoft.

No wonder AOL is busy upgrading its service and profits as it gears up for a new round of competition from these new competitors, well as from some 4,400 Internet Service Providers (ISPs) including PacBell, Bell Atlantic, ATT Worldnet, and Netcom, on down to the hundreds of regional, local, and mom-and-pop providers that also hope to squeeze every added-value dollar out of subscribers who use local or national Internet access networks other than AOL's. It's a business.

The most obvious move by AOL you'll notice in April is a two-dollar increase to \$21.95 as the monthly subscription price for unlimited use of AOL. The increased revenues are earmarked for investment in upgrading the system and ser-AOL announced a stock split to make its offering even more

vice. This follows a \$700 million investment last year used to beef up the world's largest dial-up network, and adding more than 1,000 customer service reps, and the development of AOL 40 software that should be ready pretty soon now.

According to Steve Case, chairman and chief executive officer of AOL, "members spend, in average, more than 23 hours month online compared with just 7 hours before unlimited use pricing was introduced. In the last year alone, Web hits by AOL members have quadrupled to 700 million daily, and the number of email messages has more than tripled = 22 mil Hon each day."

And because it's so busy, Case explains that "Each additional minute our members spend online adds to our cost of delivering unlimited use service. Revenues from advertising, commerce and other sources continue to grow as anticipated, but they are not yet able to cover the growth in member usage. The price increase will help cover these costs and fund continued investments in network access, customer support, programming and technologcal innovation."

In addition to the increased buy-in for the unlimited service pricing plan, AOL will continue to offer its existing alternative pricing plans including the "Bring-Your-Own-Access" rate of \$9.95 monthly, which offers unlimited use of AOL members who already have an Internet connection; and the "Light Usage" plan of \$195 monthly for the first three hours of use, with each additional hour costing \$2.50.

AOL's Mail Improvements

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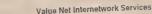
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Online Services continued from page 170

AOLS expanded Mail Controls include improved filtering tools that enable users to block junk mail from specific Internet addresses. Members will be able to choose to receive email from other AOL members only, or other AOL members and specific Internet addresses, Including other online services and Internet sources. Parents can already approve or deny email recipients and sender lists for their children who use the service in the Keyword: Parental Controls setup area.

If you want to learn more about the Spam problem on AOL, go to the Keyword: Junk Mail. This site contains valuable tips on how to fight against unwanted email; FAQs with answers to questions about junk mail; information on how spammers acquire AOL screen names, and suggestions on how AOL members can forward junk mail they receive to the proper AOL mail police for review. Then AOL can investigate the source and block the originating domains. A lot of users feel that if this spam business alone can be cleaned up, AOL will become an even nicer place to be online without regard to any other technological innovations in the offing.

In this vein, AOL has pursued aggressive legal action against sparmers such as Air Equipment (porn) and Prime Data Systems (get-inch-quick). Both companies have sent millions of unsolicited junk emails to AOL members, using falsified transmission data intended to defeat AOLS filters. In the Air Equipment case, AOL won a court order barring Air from sending unsolicited email to AOL members. Air dropped its challenge to the order barring it from spamming and agreed to pay AOL damages. Case precedent in tow, AOL has gone after other spammers and porn peddlers. The spammers AOL seeks an injunction against are IMS of Knoxville, Tennessee, Gulf Coast Marketing of Baton Rouge, Louisiana, and TSF Marketing and TSF Industries of Biverside, California

According to this round of anti-spam. AOL claims the three companies have sent AOL members tens of thousands of upsolicited messages. Despite its cease and desist request, the companies continued to send unwanted mail using techniques designed to evade AOLS spam filters, including spoofing "aol.com" within their messages so the spam appears to have originated from within AOL. In this new tound of charges, AOL is trying to show increased damages to uself by demonstrating that such spoofing creates a misperception that AOL condones or even permits the practice of sending spam. AOL also contends in its suit that TSF Marketing and TSF Industries have violated the Computer Fraud and Abuse Act in their harvesting of AOL Screen names.

On the anti-porn front, AOL has gone after LCGM, Inc. and Web mon, both run by the same individuals and located in Madison Heights. M.I. In its suit, AOL charges that the two companies violated state and federal laws by repeatedly spamming AOL members with advertisements from a host of domains including "live-video-set.com," "pornjunkie.com," "hot-sex.com," and, among others, "corratedsex-com." In this suit AOL alleges that the companies forged the "aol com" reference. Not only is AOL going after spoofers, but in Mis case it is also targeting the practice of including hypertext links to pornographic Web sites is junk email and then indiscriminately sending the spam to AOL members regardless of age, providing, in many cases, direct access to pornographic Web sites to thousands of minors daily. There are words for this kind of sleaze but they can't is printed





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here, nor would the Free Speech crowd enjoy the suggestion of castration as a remedy.

On the look and feel front, AOL continues to upgrade its system in anticipation of the forthcoming AOL 4.0 client interface. Late in 1997, AOL already put the process in motion with the

Channel approach that AOL users now are familiar with. The channels group various interests together so that users have one splash page and easier navigation to multiple sites and off-shore surfing. Categories include the usual suspects: sports, travel, apparel; a new

teen section was added in January. The channels are also dynamic in that a portion of the screen is given over to changing messages concerning events, feature tags, slide shows, graphics, and a few ads. The AOL Today area gives members tips on what's available around the clock on AOL. There's a Best-Of listing on each channel, a newsletter for that area and an introductory slide show for each grouping to help you figure out how to use it and what's there that may interest you. In all, the channel approach simply makes getting around AOL faster and easier.



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MINY Software

AOL 4.0 for Windows and Mac OS is coming along nicely. I haven't previewed it myself so ! won't bother you with reviewer guide notes. But I have heard from several testers that the ability to change your screen name while ohline and without having to log m again is a sweet timesaver for those that want to be able to change from perhaps a daytime screen name for business to a more relaxed avalar for after-hours chat rooms.

AOL is also extending its presence out into the non-AOL portion of the Internet by making its AOL Instant Messenger real-time instant messaging service available users of Qualcomm's ubiquitous email client Eudora. Since its inception, Instant Messaging and Buddy lists have been a grow ing hit for AOL members (160 million Instant Messages sent per day on AOL alone). Now that capability m extended to the rest of the net. Starting with version 4.0, Eudora will come bundled with a co-branded version of AOL Instant Messenger, which includes AOL Buddy List functionality.

AOL's Instant Messenger allows Internet users to send and receive private text messages from friends, family and business colleagues, and also lets users know when other registered AOL Instant Messenger users are online, making it possible to communicate in addition to Eudora, Instant Messaging support has also been lined up between AOL and Lord Notes and Netscape in separate deals. This means Instant Messenger partnerships give AOL the potential to reach, in some ways, as many as million Internet users worldwide Small world

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Money Search http://www. moneysearch.com A leading business and investment directory features as entirely new way to shop online [Exp #177]

The MonkeyPool http://
www.monkeypool.com
We're a team of experienced internet writers and
editors who provide comprehensive content Solutions, for corporate Web
amis [Exp 4177]

Hational Direct Internet Yellow Pages http://www. nd/p.com Search for and national businesses Easy and and atambar style. Get a free business isting [Exp #179]

No-Nonsense Email http://
www.ynnmail.com Free
secured email wall secured
data vault service [Exp
#177.]

Nucleus Information Systems http://www.mis-inc. com Internet commerce software and services [Exp #178.]

Octadrive Production http://www.octadrive.com [Exp #179]

Omega Digital Media's Home Page http://www.omegadm.co.uk Bis Internet/Intranet multimedia consulting company [Exp.

Outla Site Web Desige http://www.drjack.com/out ta_site Creative Web page design and consultation Large and animation library Great prices [Exp #179]

P-Net http://www.p-net com/P-Net offers complete design, service, mile support for your Yeb pages, including HTML coding. CGI scripting and scanning [Exp #177.]

Paradigm Exchange http:// www.tpex.com Learn u the Paradigm Exchange in the Paradigm Exchange in the Paradigm Exchange in the Paradigm Exchange in

Paradoxale Corp. http://

Raisest Gaickflad Soliding Product Information App. izes in Web site design for budding industry [Exp.

Sponsor Yown http://www. hypermart.net/sponsor fown/main htm Free Internet service listing in free home pages, sheli accounts, counters, and sponsors [Exp. #177]

Start Your Own ISP1 http:// www2 apc net/apcdocs/vir tuali.htm All-In-one hardware solution to get you started am your way to crealing in lucrative internet business! Easy and attordable! [Exp #177]

Surfindia http://www.surf. india.com The most comprehensive Web service india. [Exp. #177.]

Time Sheet http://www. huffman.to/software/time sheet Time Sheet is a dynamic HTML form used by employees for entering, calculating, and submitting hourly work records [Exp. #177.]

Tallionsoft http://www tuitionsoft com We are multimedia and Web site developers. [Exp. #178]

Ultra-WebTools http://www.ultra-webtools.com/ Free manuals on Internet lopics, as well as remote OGI script hosting authors resources for Web authors ab browsers (Exp #177)

Virtual Spaces Web Hosting http://www.virtualspaces.com A mai cost Web hosting company offering many pre-configured scripts free [Exp #178.]

Virtualis Systems Web Servers http://www.writualisys.com/vr/impunssu/ Purchase virtualiservers with your domain name for less. [Exp. \$177]
Web Edge http://www.www.

Web Edge http://www.edge1 com Web page builders and hosting [Exp #179]

Web Page Daviga http://
webmaster/design webmaster/design webmaster/design web web web design service
[Exp. #177.]

Precision Offering
Web design hosting,
HTML CGI Java,
Graphics,

customers get free market-

Web Site Garage Web Site Analysis http://www.web sitegarage.com Check HTML, META tags, spelling, design, download, and links improve ranking im search engines [Exp. #177]

Web4All http://www.web4 all it [Exp #178.]

WM Central http://www wmcentral.com Download the latest Web news, articles im webmaster-related topics, tools, books, dhtml resources, and a free monthly newsletter [Exp. #178]

WDLNET http://wolnet.com Complete Internet Service Providers [Exp #178]

Wrox Ultimate HTML Refarence Database http:/// www.rapid.wrox.com/hind ddb Covering at the HTML lags and attributes, logether with descriptions, permissible values, and the equivalent CSS properties [Exp. #177]

ZapMap http://www.zap map.com interactive, vector-based geographic hotspol directory of Yeb sites in Silicon Valley, written in Java [Exp. #177].

EMPLOYMENT/ EDUCATION

Allanza http://www alian za.org/ Mispanic job posting see job search as well see resume posting and resume search services [Exp #177]

Ascolta Training Co. http:// www.ascolta/ratining.com Authorized training for Gisco, Macrosoft are Netscape Validated Internet/ tundamental Convenend Bay Area Cal locations [Exp. #175]

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divisions (K-12

California Contractors Exam Preparation School http://www.contractor schoolcom [Exp. #179] Career Dalabase, Inc. http://www.careardalabase.com/Celebrating-our-10th-year as the world's only formalized database matching an individual's employment history to companier content on the companier of the com

Digital Station http://www. digitalstation.com/Covering computer and internetrelated employment events, and news in the San Francisco Bay Area [Exp #177]

Encyclopedia Britaeska's Guide To Black History http://blackhistoryeb.com [Exp. #179]

Global Language lastinfs http://www.gh.org.Teaching English from students to Dusiness executives [Exp. #178.]

Graduate Ranking http://
www.usnews.com/usnews/
edu/beyond/borank.htm US
News & World Reports
graduate school ranking
site [Exp #179.]

Internetiskole II http://eti vanger-aftenblad no.hut/ skole.cg/ Elementary http: school (in Norwegiae) [Exp. #178]

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lish Lit [Exp. 4177]

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Papers 11 Stanford 1150
www.leland.stanford 1150
group/King [Exp #179]

MBA Central http://www.mbscentral.com Leadily MBA recruiting service [Exp. #178]

Mr. Brain Tutor hup members impodecon/loss mecor/futor him List indexed mathematics. English computer programming history, whiting, etc. [Emp.

Stating http://www.ps.
prosts.com computer on the computer of the computer of

Web Page Listings continued

People Link's New World Village http://www.people-Ink.com People-Link, in partnership with Michael Albert, announces a new, progressive, online school, the Learning OnLine Uni-

VEISITY [Exp. #179] Prairie Resource Group. les, http://www.prgchica go com Prairie Resource Group, Inc. modularizes IIII executive search process offering customized services on an hourly fee basis, with no contingencles. [Exp #177]

Register-II http://www. registerit com Search engine registration and Web site promotion. (Exp.

Shop4Jobs http://www shopdjobs com National lob listings database (Exp. **#178.1**

Spanish Abroad, Inc. Home Page http://www. spanishabroad com/ Spanish Abroad offers Spanish immersion programs at various language schools throughout Latin America and Spain [Exp. #178.]

Spanish for Realth Professtonals http://www.signifi cant-learning.com CD-ROM and workbook set create a language laboratory for doctors, dentists, nurses, psychologists, social workers, and profession-Exp. #178]

Star Technology Group http://www.startechnolo gy.com Search firm |Exp \$177.1

SW Consulting, Inc. Home Page http://www.sw-con sulling com Providing computer consulting and permanent placement ser-Vice [Exp. #178]

TEMP 24-7 http://www. lamp24-7 mm Dedicated to the seem of tem-Forary employment [Exp

The Televine Televine Into// home pachell net/inten/ index html Tutoring in math and science and laurest pright b catego [Exp. \$177.]

Union Job Clearinghouse http://www.unionjobs.com Posting the open stalling and trades positions & organized tabor that me

now accepting applications [Exp. #177]

Useful Links http://www yorku.ca/sts/links html A collection of pointers of interest to students and researchers in the field of science and technology studies [Exp #179.]

Washler Resources http:// 204 235 86 30 IT/IS candidate search. [Exp. #178]

ORGANIZATIONS A World For Children

http://www.awfc.org A nonprofit child placing agency and emergency shelter [Exp #178.]

Airo-Americ@'s Black Hislory Masaum http://www afroam org/history himi [Exp. #179.]

Alameda County Waste Management Authority http://www.stopwaste.org A recycling resource for Alameda County, CA and beyond, containing valuable Information about recycling in and around the San Francisco Bay Area. |Exp #177 |

Canadian Immi For The Advancement of Research, Industry, And Education http://www.canarie. III II not-for-profit consortium that promotes the advancement of the Informatten Superhighway in Canada [Exp #178]

Cult Awareness Resources, CARES http:// cares-cares org Provides information to the campus community about cult activity, including International Churches of Christ 1880 (Exp. #178.)

Linux Users Los Angeles (LULA) http://www.Cos mosEng.com/LULA HTM LULA usually seems and 3rd Thurs ill the month ill Cyberiava in Illiania Everyone interested in Linux is mysted [Exp #178.]

Los Asgales Computer Society http://www.lac spc org Meets 3rd Tues each month, Culver City High School, Frost Auditorum. (Exp. #178.)

Los Angeles Maciniosh Group http://www.tamg.atg Hon-profit mem group offers training programs. meatings monthly maga-

zine, employment, networking, and tech support [Exp. #179]

Lubbock Area Square IIII Round Dance Federation Home Page http://www door.net/lasrdf [Exp #177.]

Master Of Light joxtitute http://www.geocilies.com/ Hollywood/Studios/8378 Enlightenment through film making im preached by Revdonaldo [Exp #179]

Home Page http:// www mmta org Home of the MultiMedia Telecommunications Association (Exp. #177 |

NAACP http://www.naacp org (Exp. #179.)

National Center For Employee Oweership http:// www.ncea.org/ Articles, columns, discussions, half interactive training on employee stock ownership plans, stock options, etc. [Exp. #179.]

HOCCC (North Orange County Computer Club) http://www.noccc.org Web page of computer user group Meetings 1st Sunday of the month, 9:00 am. Chapman University, 333 ■ Glassell Ave., Orange

[Exp. #179]

http://www. pcc.org For people interested in learning more about IBM-compatibles [Exp. #178.1

Sua Turtin Restoration Project http://www.earth island.org/strp/strpindx html Works to protect misturtles in ways that meet the ecological littles of the mm turites and the local communities who share lis beaches and institute with these endangered

Technical II User Groups Network http://www.tug net org 24-hour bulletin board, meeting calendar, membership info., Immi TEVIEWS. (EXP #179.)

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WillowNat http://www.will lowcreek.org Online resource system III the Willow Creek Association [Exp. #178]

World Education Access
http://www.wsa.net/ Nonprofit organization offering
scholarship opportunities
for sudenis in the US and
around the world. [Exp
#179]

PUBLICATIONS

AYIVA: Women's World-Wide Web http://www aviva.org The Iree women's international monthly Webzine [Exp #178]

Bayani Magazine http:// home.earthlink.net/-malaya /bayani.html An online magazine of Filipino arts and culture [Exp. #177]

Bilihe House Quarterly http://www.spectra.net/-aai varez/BHO.html BHQ lealures & diversity of new short stories by emerging and established pay, lessem and bisexual authors [Exp. #178]

Classified Ad Collectible Photo Guide http://www awgraphics.com/collect

Earth Times http://www.earthimes.orp A beautiful new look enhances many mem leatures that make The Earth Times indispensable is anyone concerned with the environment and sustainable development [Exp. 41781]

Edward's GROWING Magic Magazine http://membars ir/pod com/-EDWARD YAH/index This same Yahindex This same thinks and more [Exp #178]

Entray Magazine http://

Global Internet Directories http://www.globaldirectories.com World White Internet Yellow Pages: free classified advertising in Edicities, Web page with every listing [Exp. #178]

High Adventure http://
highonadventure.com
Online travel magazine
devoted to the adventurous
traveler (Exp #178.)

Jewish Heritage Online
Magazine http://www.jew.
shheritage.com/ This new.
online magazine makes
Jewish learning thoroughly
accessible and enjoyable
using the lead in interactive technology [Exp.

Libby Halhorn's World http://www.libbyhathorn com Prize winning author speaks about books, films, and life [Exp #178.]

MediaCulture Review http://www.mediademoc racy.org/MediaCulture Review [Exp #179.]

Mollis Katzen: Cookbooks, Recipes For Vegetarlans http://www.molliekatzen com [Exp #179]

National Enquirer Online http://www.nationalenquir er.com (Exp. #178.)

Netnoir http://www.net noir.com [Exp #179]

Opamp Technical Books
http://www.opamp.com
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business, trade books
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Paris Le Guide http://www.pansparis.com Online city magazine [Exp ≠178.]

Saving Money Using The lateral http://www.nw graphics.com/internet This is a booklet to show you how to seem money un and lext (Exp \$179.)

The Delly Star On-Line
http://dailystar.com #
Lebanese newspaper in
English [Exp #179]

The Last A thin Howas Ips net/redcoral/Last/PIS The Last Kalun, a novel of the past and the feature. When the last Kalun is the past and the feature.

Watch http://www wztcome.nes chime watch trade maga-

ODDS & ENDS

All About Planos http:// www.liac.net/users/pianos/ index.htm Everything you ever wanted to know about the planol [Exp #179]

Awareness Hollstic Books
And Information Center
http://www.jps.net/aware
Holistic health, books, info,
gifls, and classes in San
Mateo [Exp.#179.]

Memorial Centre http:// www.bethshafom.com Holocaust education and memorial centre [Exp #178]

California Electric And Magnetic Fields Program http:// www.dnai.com/-emt EMF news. reference sources, and a complete program description [Exp

CME Home Page http:// www.ryalsmeel.com iii comprehensive listing of national and international continuing medical education courses [Exp #177]

e-Postcard http://www.ePostcard.com II is time to
about e-Postcard more licking envelopes and
stamps Send m e-Postto a friend and enter
the new m electronic
[Exp #178]

Iceland Sundaes http://www.magelis.com/isundaes/ Exploration of the relation between urban design web [Exp. #178]

lavastment And Speculation Psychic http://www. concentruc.net/__17280r/ PSYCHIO shimi-Provides a free droning of investment and speculation in the DJIA, stocks, bonds and gold [Exp. #177]

Lapatoscopic Surgary iii Reconstructive Pelvic Surgary nttp://www.wo menssurgarygroup.com IExx 4781

Liadro Porceiale, Spain http://www.accessnel.es/ iladro Uadro and and Swarovski crystal. [Exp. #177.]

Metalearning.com http://
www.metalearning.com
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http://www.m

Radiant Heart Productions http://radiantheart.com Seminars, private sessions, and audio tapes to empower love, well-being, and spiritu-

al growth [Exp #178]
Shelter Assistance Association http://mano.speed
solf comishelter/ A nonprofit corp whose mission
to provide mis communication like between recovery-based lacalities mult the
person multi-street suitermg [Exp #179].

Spitzer http://www.spitzer com Online inventory of new and used vehicles from over im franchises [Exp. 4/78.]

Struggling Writers Pit Stop http://Home earthlink.net/ -kveraanne/ Place to chat meet other writers! [Exp #178]

Underground Space Site http://www.ozemad.com.au /~docsyd Earth shellered architecture, health buildings for the underworld [Exp #178]

Wileworld http://write world.com Of interest to writers, artists, publishers, and eddors [Exp #178.]

GOVERNMENT/ POLITICS

African-American Astronauts Recognized http://
observe @gov/nasz/
ootw/1998/ootw/980211/
ob800211 html HASA's
Observatorium honors the
astronauts during Black
History Month. [Exp.
479.]

City of Citrus Heights, IIII hisports. Ca. us [Exp #179]

MASA's Observatorium Searches For The Lost City
Upar http://observe.
Iv nasa gov/nasa/educa
ion/exhibits/ubat/ubar_0.
html See how the vanished
Arabian trading center sees
found [Exp. #178.]

Diago County Democratic Party http://www.net gamec.com/sddemocrats/ [Exp #179]

ARTS

Allaris http://www.allaris com Fine Art prints and reproduction sales [Exp #177] American Photographer Spain http://www.angelfire.com/ca/fiotografo Fine B&W photography and Spanish landscapes! 3-D and Spanish links, too. [Exp. #178.]

Art Designer And Sculptor http://www.rhughesart designer.com Sculpture, private commissions, mobiles and prints [Exp #177]

Cannonball Express http:// www.canonbal.org A video project-in-progress about urban firestorms, fire safety and environmental issues [Exp #178]

PhotoSphere Images http://www.photosphere com PhotoSphere offers professional, royalty-free stock images on CD-ROM and an downloadable single images [Exp.#179]

Poem of Month http://
www.wning.co.uk Ongoing
monthly poetry contest
prize and publication
[Exp #178]

Ted Alvy Cosmos Topper Home Page http://pages prodrby com/FNJD74A Art of "60s L.A. underground radio, rebop. beatniks, hipsters, hippies, zoot horn rollo [Exp. #178.]

ENTERTAINMENT /LEISURE

20 Something http://home. inreach.com/draysdon/jraysdon/20something/ Undernet—IRC for people in their twenties and looking for good clean chal [Exp #177]

■ Piece Of Say http://www. gainet.net/~whiplash/ Quotes, poetry, music. [Exp. #178]

Acuta Club http://www acutaclub.com [Exp. #179]

AddictMUD http://www.addictamswebworks.com This in the official home page of AddretMUD A great place or new and experienced mudders alike! [Exp #179]

Ames Music CD's, Cassaties, And Morel http:// www.AmesMusic com [Exp #177]

An American in italy http:// www.hostetler.net/ An accessed to life in lialy plus lups on travel [Exp #178] Arcade Classic's ROM
World http://www.good.
ties.com/TimesSquare/Arcade/5187 Over 250 of
your favorite classic arcade
games free to download on
your PC [Exp. 4177]

Blimbo Toolshed http://jackattack.com/bimbolooished Cyberhome for San Francisco's greatest punk band [Exp #179]

Bitter End's Homepage http://www.thebitterend com A peek inside San Diego's most exciling Gaslamp Quarter bar and dance club [Exp. #178]

Bowling Proprietors' Association of New Jersey Centers http://www.bowlnj.com Everything about bowling New Jersey [Exp. #178.]

Briar Rose Brathfast Inn http://www.bnstrose.com A Victorian 888 In San Jose, CA (Exp. #178)

#178]
Classical Music Fer
Hovices http://www.angel
fire com/pa/noviceclassical
[Fro. #179]

Cypher http://www.epgms dia.com/cypher |Exp #179 j

Dee Zaster, Esq http:// members.trpod.com/-uss mccor/ Guess who just entered the aust for Governor of California? Don! miss DZ's campaign lo drive Peta Wilson crary and out of office [Exp

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Apricorn Inc. released version 2.5 of EZ-GIG, This wersion allows source and desturation switching capabil ities between the Internal weetenal drives. (379) Apricorn Inc., 12191 Kirlcham Rd., Powey, CA 92064. I-800-458-5448. www.opr.com.com.

Briggs Softworks announced the directory Sanoop 2.0, a freeware flicture or the sanoop 2.0, a freeware flicture or the sanoop 2.0 and freeware flicture for the sanoop 2.0 and file memor on your hard forte in a slow sector/cluster fevel. In can also recover important erasted data. (This freeware can be downloaded in howerhopsychlosm.)

Handmade Software Inc. introduced Image Alchemy 1.2. It now supports seven rum graphic file formats and batch Processing capabilities (\$79.95, updates iiii \$20) Handmade Software, 48860 Hilmonic De, Sie 106, Fremont, CA \$4328, 1800-257-0101.

Kensington Technology Group pretented MouseWorks 5.04, the

enflanced as an of customazable software that season any gazon and moving between and which applications more efficient. (\$19.95 for all major platforms. Free upgrades for as an 4.10 or higher as down-loaded as www.terrangton. com) Kenningson Technology Group, 2855 Campor Dr. San Mateo, CA 3443 1–800.3534–242.

net. Genesis Corp. announced net.Analysis Pro 3.5, Web site analysis software with enhanced capabilities, new report options, and faster performance. (NT iii \$4495 and Solaris and AIX \$\equiv \$7495\$) net. Genesis Corp. (617)577-9900, www.netgen.com/.

as Software, Inc., presented EndNote 3.0, that will search remote bibliographic databases and incrandy turn the results into a properly formatted bibliography in hiterosoft Word or WordPerfect. (\$299; US rusdens apprehase if for 599 with a wailed student ID; upgrades = 379.499) Miles Software, Inc., 800 jones St., Berkeley, CA 94710. (\$10)559-8592.

Opcode Systems released Studio Vision Pro 4.0. Ill includes Displessins Pro 10-10 Lancourant for Macinioshes that has Ill tracks of 24-bit audio, (list price Ill 5995) Opcode Systems, 3950 Fabban Vity, See 100. Ill Alao, CA 94303. (650)856-3333.

TechExcel Corp. released Power Track 2.0, a VIVID-embled defect under that provides project Management for development process. (388) microsals newspanning process. (388) development process. (388) development

TriTeal Corp. announced TED 4.3, a decktop schuton issue provides a simmon operating emfronment like it variety in UNIX platforms issue added Solans 2.6 as its list. (\$7.89) Additional issue can be found by caking (760)827-5000 envertranciations.

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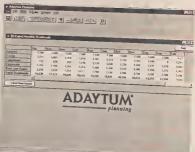
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Product Announcements continued from page 192

color for scanning both images and documents in a single session, the scanner offers 300 a dpl optical resolutions. The resolution is adjustable so throughput and image quality can be tuned to specific imaging requirements. Bundled software includes: OptiDoc document imaging software with Caere OCR for Windows 95/NT or Xerox Textbridge OCR and Page Manager software for Macintosh. (\$3499 for PC; \$2199 for Macintosh) Verbatim Corp., 1200 W.T. Harris Blvd., Charlotte, NC 28262. 1-800-233-1704. www.verbatimcorp.com

SecurityEye

SecurityEye, a new add-on board for PC ISA-type buses, provides security to MS-DOS and Windows systems. It offers three, user-defined levels for protection: lock, where any locked directory, subdirectory or is protected against reading, overwriting, moving, copying, and deletion; read-only,

which allows directories and files only to be read; and, unlock SecurityEye preserves the directory hierarchy and all independent files, and cannot be circumvented by booting from the floppy drive. Users can protect up to 150 directories and files located over three local hard drives. SecurityEye works == 386 or higher, running DOS. Windows 3.1, Windows for Workgroups 3.11, or Windows 95. Il comes with free technical support and a one-year warranty. (\$99) Magic Computer Corp., 15250 Hesparian Blvd., #201, San Leandro, CA 94578. (510)317-6688

VPA 150 ViewPanel ▶

105 MICROTIMES - MARCH 27, 1900

The ViewSonic 15" VPA150 ViewPanel LCD display # ideal for applications where limited space, light weight, and minimal power consumption are in vital as a large service a crisp display With its pivot capabilities through PerfectPortrait software, VPA150 15" dlagonal viewable display a comparable to most standard 17" monitors in regular landscape mode or a standard 21" monitor when is portrait mode. However, its slim 6.7° profile takes up less space than the 17" monitor, in low low power consumption offers up in 70% in energy savings. ViewSonic's LuCiD technology combines an active matrix LCD and 200 nits of backlight power to produce brilliant colors, crisp lines, and

wider viewing angles True colors are supported by a 1024 x 768 XGA resolution at a refresh min of 75Hz. Designed for both Windows and Macintosh systems, the VPA150 is backed by a

Pentium process with MMX, 512KB of L2 cache, # 4.3GB hard disk drive, and 32MB of DRAM (upgradable to 256MB). It also features a 20X CD-ROM, integrated audio and speakers, a pre-

configured 56K modem, and on-board 10/100BaseT LAN adapter. (estimated street price: \$3399) Hitachi PC Corp., 1565 Barber Ln., Milpitas, CA 95035. (408)546-8000. www.hitachipc.com.

◆ Desklet 1120C **Professional Series**

The HP Desklet 1200C inkjet printer offers versatile photoquality business printing, media flexibility, enhanced software features, and network options. It prints at



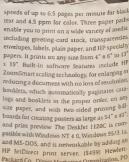




LCD backlight. (estimated street price: \$2195) ViewSonic Corp., 381 Brea Canyon Rd., Walnut, CA 91789 1-800-888-8583. www.viewsonic.com

VisionDesk .

The VisionDesk LCD desktop computer features a vibrant 13.3" Super TFT LCD panel and sleek ergonomics, making a ideal for the medical industry, kiosks, banking and finance industries. Hitachi's new flat panel display technology delivers flicker-free clarity that is easy on the user's eyes with significantly lower radiation power consumption compared to CRT displays. This system includes Intel's 233MHz



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Box 58059, MS11L-SJ, Santa Clara, CA 95051-8059. 1-800-752-0900. www.hp.com.

Networking Hardware

Terminal Adapter For Multi-Purpose Data (TA-MPD)

The TA-MPD is a snap-in module that plugs into the base of Siemens' Optiset NI-1200S desktop terminal, enabling a variety of interconnection possibilities from a single ISDN line. The Optiset NI-1200S offers a full range of ISDN voice features, such as conference calling, caller ID and/or name, visual message waiting indication, and call forwarding, which the user access by means of an LCD display and simple key presses. The TA-MPD provides the data capability and the analog device interconnection functionality. For example, a home office configuration might include a fax machine m telephone answering machine connected to the analog ports of the TA-MPD and a personal computer connected to its RS-232 (COM) port for data communication such as high-speed Internet access. The terminal adapter in software upgradable by downloading across the internet. (TA-MPD, \$340; with Optiset, \$599) Alpha Telecom, Inc., 7501 S. Memorial Pkwy., Ste. 212, Huntsville, AL 35802. (205)881-8743. www.alpha-tele.com

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The Pitchfork Phase II Internet
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top using ____ modem, ____ phone line, and ____ internet account. Easy to install and maintain, it enables ____ it o mid-sare businesses to achieve sophisticated Internet connectivity with a reliable low-cost solution. Pitchfork works in conjunction with the ____ internal local-area network using the TCP/IP communications protocol it simply plugs into ____ Ethernet LAN, providing complete Internet access with either a dynamic or static iP address (\$2500) Qunick Systems, LLC_, 777 Centure \$4. Januace Plain, MA 02130 (617)524-4841

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Interaction Web

Most call centers use sophisticated devices called automatic call distributors (ACDs) to queue and distribute incoming calls, Increasingly, however, customers are demanding to be able to interact with companies by other means-email, text chat, voice over the Net, fax, the Web, etc. Interaction Web provides all the capabilities of an advanced ACD for Webbased interactions. Organizations and easily add new buttons to their Web sites that allow customers to send email inquiries, request callbacks, or communicate in real-time with call center agents via either text chat or voice over the Net. Each request is placed into the appropriate queue (e.g. customer service, tech support, marketing, etc.) and sent to the next available agent or the agent most closely matching the required skills. Interaction Web runs as a service under Windows NT. Multiple Interaction Web servers can be deployed for fault tolerance and load sharing. Interactive Intelligence, Inc., 3500 DePaul Blvd., Ste. 1060, Indianapolis, IN 46268. (317)872-3000. www.inter-intelli.com.

SiteWarrior 1.2

SiteWarrior 1.2, authoring and management soft-

ware for large Web sites, provides tight integration with BBEdit, in powerful HTML editor for the Macintosh. Now BBEdit users can continue using their favorite editor while taking advantage of SiteWarnors ability to automate tedious tasks like building tables, catalogs, table of contents, navigation banners, links in neighboring pages, JavaScript arrays,

and other repetutive elements within a Web site. As with previous versions of SiteWarrior, all pages as the entire Web site == stored in a single database so that all structures and links can be updatal automatically as pages are added, renamed, == deleted. SiteWarrior automatically racks which pages are opened in BBEdit, and transfers them back to the master SiteWarrior Web page database when editing is complete (5499) ProVUE Development, 18411 Gothard, Unit A. Huntington Beach, CA 92648 (714)841-7779 unum province com.

Product Reviews PC Hardware Review

3D FaxPal Plus

Manufactured By: InfoImaging Technologies, Inc.

For: Windows 3.1 or higher

List Price: \$169; \$99 on special at their Web site.

Review By: Woody Liswood



Do you have m standard fax/data modem cardin your computer and leave your computer on continuously to receive faxes? If so, you probably send \$2 or more per day for the electricity to run your computer. FaxPal offers a solution that can save you more than just m few dollars m day in utility costs.

FaxPal is a small standalone box that receive faxes, stores them in flash memory, and lets you download, view, and print them when you rum on your computer. FaxPal draws so little electricity I doubt you would see any increase in the electricity!—I from using it. It can, however, save about \$1.50 a day by turning off your computer when you leave the office at the end of the day.

FaxPal also works with an answering machine, letting you receive (axes and mail on the same telephone line. FaxPal monitor the phone line and if it hears a fax tone, it will capture the fax. FaxPal can work as an outgoing fax modern, but not as a regular data modern, which in my opinion, is the only problem with FaxPal.

My FaxPal came with 512K of Flash Memony, that can store up to twenty pages of text. With the 2MB or 4MB memory upgrade, it can store up to 180 fax pages. If you are expecting # [ax longer than twenty pages, just leave your com-

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Product Reviews continued

puter on and FaxPal will automatically upload the faxes as they are received.

The only odd problem I encountered was in using FavPai = "" outgoing fax machine. It works, but not if the Manager program is in memory. I tested FaxPal with both WinFaxPro 8.0 and with Microsoft Fax under Windows is and found no problems. (Infolmaging Technologies, Inc., 7026 Knoll Center Parkway, Ste. 201, Pleasanton, CA 94566. 510/485-4000. www.infolmaging.com/)

Windows Software Reviews

DriveCopy

Published By: Powerquest Corp. List Price: \$29.95

Review By: Woody Liswood

DriveCopy is one of those nifty utility programs that solves a problem all face from to

time. As its name suggests, DriveCopy copies everything from one hard drive to another hard drive. This lets you keep all your settings and preferences—you do we have to reinstall any software or the operating system.

DriveCopy is perfect when you we upgrading from that small hard drive of those me multigigabyte drives. Now, instead of relying on backup programs, tape drives, Zip drives, we lots

of expensive to hold the backup while you change drives, just use DriveCopy to move everything to the new drive It works with all versus Windows "Windows Nt. Windows 3.x. DOS. OS/2. as well as FAT. FAT32, NTFS. and HPFS partition types. I even tested it under Windows swithout any problems

There were requirement, however, You were feel comfortable opening your computer and fooling with a jumper were the hard drive to set your hard drives as were master or slave in a multi-drive system.

DriveCopy's procedure is simple that create a bootable floppy. DriveCopy is a seek program that runs from a floppy disk, not from the hard drive on your system. Next, power down. Install

the new drive the master drive in a multidrive system. Change the jumpers of your old drive to make it a slave, but leave it in your system. Start your computer from the floppy you just made. Insert the DriveCopy diskette and run DriveCopy. The DriveCopy documentation has instructions on setting jumpers for a number of popular drives, but you might have to contact the manufacturer if your drive isn't listed.

In a few minutes, everything will have transferred from the old drive to the new drive. Take out the old drive, if you wish, and reboot the system. That is all there is to it. If you take out your old drive, remember to reset the jumper on your new drive so that it is a master drive in a single drive system.

I tried DriveCopy in two situations. First the normal using two IDE drives. When DriveCopy refused to run I called tech support. This is not a fun experience. After spending close if the minutes on hold, I was asked to leave

ΡÜ

The easiest way to

copy your old drive

DriveConv

to your new drive.

a message and that someone would call me back. The first call back took three days. I was told I had an "older" version of the software and they would send = a new version. Nothing = came. I called twice more and left messages, but no one ever called back. I finally called the corporate office, demanded to speak to someone, and was finally sent the new software. After that, DriveCopy ran perfectly.

The second situation was installing a new SCSI

drive under Windows 98 In this situation. I could am set either drive as master or slave I had to have the IDE drive as the bootable drive and the SCSI drive as the second drive in the system or, the computer would not boot. DriveCopy handled this situation with no problem. I booted from the Boppy, ran DriveCopy using a command line switch that is clearly shown in the documentation for this type of setup, and, again, everything ran moothly When this ame finished. I removed the old IDE.

in my opinion, this is a "must have" utility for anyone upgrading their system. (Powerquest Corp. 1083 N. State St., Orem, UT 84057. 801/226-8977. www.powerquest.com/)

SmartBoard32

Published By: Insight Software Solutions List Price: \$24.95

Review By: Woody Liswood

For example, before SmartBoard32, when you working in Word and want to copy several different paragraphs of text, II graph, and a table from one document to a new one, you would have to move between the two documents cutting and pasting one item at a time In other words, finding the first item in the older document, copying it, switching to the second document, locating where it belongs. pasting it in, and repeating this process for each excerpt. With SmartBoard32, this task becomes much easier. First, select and copy each item from the first document. Second. open the second document. Third open SmartBoard32 from the task bar. Select the first item and paste in into the document, select the second item, and paste it in, repeating this until everything is where it belongs.

Since SmartBoard32 makes a copy of what you place in the clipboard, those items are save until you explicitly delete them. Lose power, turn off the computer, am matter what, everything will still be there. You can also copy multiple items into a single clipboard item, using SmartBoard32's multi-copy mode. In this mode each item you copy at the clipboard is appended to the previous item, giving you a single clipboard from multiple items.

To let you know SmartBoard32 is rundingyour computer beeps whenever you copy
something to the clipboard. When opened.
SmartBoard32 appears as a mim file manager
You can categorize your saved tiems and
place them into separate folders. If you day
lot of cut-and-paste, using a set of standard
paragraphs in various documents.
SmartBoard32 = a legant way to kep
copies easily accessible.

all, SmarBoard32 is another must have utility. It is a great a saver and lets you do something the Windows is clipboard should but doesn't. (Insight Software Solutions. Inc., 10 Box 354, Bountiful, UT 84011. 801/295-1830.

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■ From Palmtops I Multimedia
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By Tom Reveaux. 210

n many ways, the word "multimedia" has lost much of its sizzle, perhaps even some meaning, compared to three or four years ago.

Obviously, it still has a technical relevance when referring to the coordination of moving screen images, such as video or animation, with sound as opposed to less demanding still and silent graphics and text. In the future, speech recognition and subsequent intelligent response from the computer may be considered multimedia, and some of the buzz may yet return to the word, much as its use in the early and mid '960 was largely a reincarmation, reinterpretation and reurogoration of its late '60s manifestation referring to rock-band-plus-visual-and-dramatic-spectagle.

However, for now, the word is somewhat bedraggled and not particularly sexy any longer. For marketing purposes, it is already on it way down from the top of the ad page in capital letters to some place in the list of standard features; perhaps it'll still get the starburst treatment within that list for another is months. This is partially due to the now-routine ordinariness or video and sound is the desktop when accessing local media, either is a consumer using a CD-ROM or is a professional

RELEASE 2.0 A DESIGN FOR LIVING IN THE DIGITAL ASE RELEASE 2.0 ESTHER TYSON

non-linearly editing video and sound on masman hard disk with specialized outboard systems such in the Media 100

Granted most consumer CD-ROM-based video isn't anything like your up-to-the-standards local movie theatre or even a VHS VCR. but the principle is accepted; it's no longer amazing to see footage w your PC screen. In fact, it's now mostly irritating with its usual (unless you've just whacked out on a new machine, a souped-up board, and are looking at a recently produced title) combination of grainyness, jerkiness, posterization, and small image. That generally poor consumer experience with "multimedia" is perhaps the prime reason the word has fallen from its star billing What's replacing in "digital media," an expression that means a once more and less than multimedia. It reflects the considerably varied qualities of the new venue of me Internet with its lack of specificity about just how much media it refers to. The simple fact is that the practically endless Internet, with its also practically limited audio and video capabilities, is now the way most people use their computers to access media most of the time

(although me has previously been pointed out

in this column's sibling column. Gulch Gossip

the market for CD-ROM-based multimedia

continues to grow)

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MultiMedia & BEYOND

MULTIMEDIA 101 continued

Accessing media is only part of the equation, of course, when it comes to the Internet. While list recent commercialization has attracted plenty of attention, both for all the new shopping opportunities and for all the sources of mainstream information and news now readily available on various Web sites, the Internet is, according to some, just as much about putting stuff in as taking stuff out.

That's the theory anyway. That theory, along with some of its ramifications and a certain amount of reality checking are discussed in the following books, books that look at the bigger picture of digital media rather than the simpler issue of pictures moving me your PC screen coordinated with sound blasts from your multimedia speaker.

RELEASE 2.0

It would probably be an exaggeration to call Eather Dyson, Release 2.0's author, the patron saint of high tech—but only slight. She is surely somewhere between its doyenne and a high priestess. If one were to round up the usual up inside the machine, unable or unwilling to even tie our shoelaces without the familiar whirr of the hard drive to keep us company, isolated in physical reality while we seek connection by subscription to the correctly networked cyber brands. It's the endemic intellectual pathology of the 1990s.

Dyson repeatedly walks close method the edge of this precipice of perverted values, but rescues herself, seeing herself instead as "the court jester of the information industry," adding, "I try to have the ears of kings but I have the people's interests at heart."

Again and again, she manages to pull back, to put things into a healthler perspective, to remember that the machine is only a too, not me end in itself. She wants to be "the person who sees patterns and points them out to people. I like to analyze structures rather than simply describe landscapes." Finally, Dyson wants to be "ante-establishmentarian (note the et)." Indeed, her down-to-earth and friendly attitude is refreshing a find a book about how our future may be shaped by computer communications.

place, whether today or tomorrow She attemps to address this issue, explaining her "realistic idealism" and how the Net will require us all to become involved and exercise similar qualities. However, Release 2.0 is ultimately a cheerleading exercise rather than radical critique, and as such becomes limited when one asks questions from a more dystopian and economic point of view. Dyson's attention to this side of things is limited to an occasional gibe at Microsoft and the assumption that friction-free, open and information-endowed markets will inevitably lead to a happy consumer cornucopia.

For example, in the chapter on the absolutely horrifying state of education in this country, Dyson merely blandly makes the usual claims about how computers and the Net will improve the situation rather than asking the hard question of why this society allowed its schools to become such cesspits. Without

understanding of why things have become so unsatisfactory in this area (and many others) postulating that all will be well by simply applying the Net in alm to sticking a Band-Aid over

infected wound without using antiseptic.

What's needed, and this is something that I've yet to see any author attempt in any significant degree. Is an examination, from the perspectives of both individuals and institutions, of the real mechanisms and social attitudes between the traditional mass-manufacturing economy (which despite the propaganda is not going to just disappear) and the proposed information economy, obviously a difficult task given the latter's chameleon-like and still-to-be-fully-revealed nature. To a slight degree, Dyson has started this process with Release 20's emphasis on how individuals, at least well-endowed ones, can get along and even thrive if some visions of the net solidify.

Perhaps there's less to it all than meets the eye. Summing up Releate 2.0, Dyon proclaims. Tas I've tried to show as many ways, the technology really doesn't change most relations between human beings or what's right and wrong. The Net simply gives you greater ability as find a situation you like or abandon one you don't "As Dyson readily admits, her all-time favorite rule for Irving is to "Always make new mistakes".

In Release 2.0, again and again, Dyson manages to pull back, to put things into a healthier perspective, to remember that the machine is only a tool, not an end in itself.

suspects, the digerati who have brought us to the brink of the proposed full-scale networked digital age with a computer in every room of the house, all chattering to each other and every other computer in the world via the internet, shed without doubt be among the first that you'd in looking for, being a longtime leader of that motiey clan of professional prognosticators, visionaries, wishful thinkers, and all-round information-technology mongers that have edged their way into claiming such a large sector of the public mindspace over the past in the p

Many of this clan have become irritating in the extreme with their a shril a and reckless arrogance, their almost complete dismissal of the an world, their insistent implications that some a of computerized digitalization is the unity way forward and that soon we, or at least the worthy among us, will be curfed

Release 2.0 is subtitled A Design for Living in the Digital Age. Dyson makes a sterling effort to bring the discussion to the general public, who bring the discussion to the general public, who actually do some living, and to point out how the networked information world may work for those who aren't industry leaders. She brings a fresh and humanistic approach to many of the topics that have become somewhat tired, even if still unresolved, to regular readers of Wired. Privacy, encryption, security, intellectual property rights, education, government control, and of course, that commercial kingpin, cyber communities. Overall, she is measuredly optimistic, pointing out various potential pitfalls but finding possible solutions is measuredly oblems.

TRAPPED IN THE NET

The net with a lower-case "n" that UC Berkeley Professor Gene I. Rochlin describes in his



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MultiMedia & BEYOND

MULTIMEDIA 101 continued

Trapped In The Net is not Dyson's upper-cased Net. It is not really the Internet at all, but rather the metaphorical fishing net that has caught society in a system of reliance upon computers to maintain its increasingly complex functions.

Rochlin identifies several resulting problems; prime among them == the simultaneous loss of basic physical skills and controls, along with a layering, one upon the other, of poorly designed systems that force humans to work in ways that suit the machines' logic and requirements rather than in ways that have evolved naturally. Eventually, systems malfunction and people get hurt because no one knows how to do the job by hand.

Why should this book be of relevance to readers of this column interested in more conventionally defined digital media? Reading between the lines of Rochlink book, indeed simply reading its subtitle *The Unanticipated*



It's no longer amazing to see footage on your PC screen. In fact, it's now mostly irritating with its usual combination of grainyness, jerkiness, posterization, and small image. That generally poor consumer experience with "multimedia" is perhaps the prime reason the word has fallen from its star billing.

Consequences of Computerization, reveals that the course of computerization never does run smooth At this time, there is an absolutely huge rush towards all sorts of newness—novelty real-ly—in both digital media and economic and social constructs it is in fact close to an advertissing-induced hysteria.

Clearly there are some real problems with the ways things have been, and the Internet of the source of the source

I never expected to be an advocate of restraint when it came to social change, but

many of the changes we're seeing or that are being advocated have more to do with people being simply bored with a surfeit of media and attempting to stimulate themselves with even greater doses—or more to do with the requirements of large corporations to exploit markets and their workers than with any fundamental need for improvement in daily material life. The most disruptive changes do not even address in a positive way many of the more pressing problems we face as a species, but instead seem likely to continue the North American infatuation with conspicuous consumption and, despite much lip service, the maintenance of a large gap between rich and poor

What Rochlin makes clear is that the slope of unanticipated consequences is even more slippery than generally thought, that "the elaborate, long term, collective effects of the possibly irreversible and largely unexamined drive to computerize and network everything and anything "produce "potential vulnerabilities" that are little understood by "those who re-design and re-engineer the large-scale social and socio-technical systems." It's a simple plea for caution and thought.

Rochlin looks at some of the fundamental issues of designing technology and the history of computerization from the early days of back-room boffins with a mainframe to a terminal and/or processor on every desk. In particular, he examines the results of computerization in the fields of aviation, both cockpil design and air traffic control, global financial trading, and warfare (all was not an advented in Desert Storm). He obviously tends towards a conservative view and may well infutiate many computer scientists and technology freaks. For that reason, they should ted Trapped In The Net before continuing with their careers.

For his general insights, Rochlin's book should be consulted by anyone who thinks that the Internet and even more digial media are necessarily good things. For what it's worth, I remind you that the course of multimedia over the past five years is quite different from that projected by any number of experts in 1993.

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RESOURCES:

Release 2.0: A Design for Living
in the Digital Age, \$25
Esther Dyson

ISBN: 0-7679-0011-1 Broadway Books 1540 Broadway New York, NY 10036 www.release2-0.com

Trapped in the Net: The Unanticipated Consequences of Computerization, \$29.95

Gene I. Rochlin ISBN: 0-691-01080-3 Princeton University Press 41 William St. Princeton, NJ 08540 http://pup.princeton.edu

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From Palmtops To Multimedia

New StrokeMap Format Offers New Capabilities

t will be starting out in the palm of your hand, but the compact StrokeMap Format (.smp) may reach far beyond two-dimensional notes and sketches to become a cross-platform industry standard supporting voice, motion and performance documents in three dimensions.

The first commercial product based on some technology will be NCP's Virtual NotePad, available in April for \$15. It turns the popular 3Com PaimPilot Personal Digital Assistant (PDA) into an endless pad of electronic paper for note taking You was create sketches and handwritten files which retain all of the intelligence of how you created them. You can then export those files directly to your Wintel PC and view them in a standard Web browser, using NCP's freeware Carbon plug-in-From there, you can send them through the Internet to other Carbon-based users, or even

send the Carbon plug-in along with them.

NCP created Virtual NotePad using technology originally developed at Bell Laborationes, the research and development unit of Lucen Technologies. NCP will license # StrokeMap



As three-dimensional implementations of smp arrive, we may be able to visit a Web site for safe petting zoo, where, from your desktop, you could feel the skin of a rhinoceros, a crocodile or a python.

(sinp) format-based Software Development Kit (SDK) to companies wishing to develop applications for other platforms.

BEYOND BITMAPS

sinp differs profoundly from bitmap (.bmp) formatting, which is what you get when you write or make a sketch in a graphics tablet. Bitmaps of handwriting and sketching are just dots on a screen—a picture of where the pen has been. The smp format document acts like real-time vector analysis that is recorded and then played back as an event.

It can even be replayed and other than the sequence to show the order in which things are written and drawn. A comparison might be like that of a page of text in MS Word. If you email it was an atrachment it retains all its formatting and can be edited directly. But if you fax that page, like a bitimap it is just a picture of that page, and cannot be chost with the page, and cannot be considered in the page. The property of the page of the page of the page of the page of the page.

edited. This means that with Virtual NotePad you will be able to take notes in your hormal handwriting, instead of learning an artificial scripting method like Graffiti.

"There is a great deal of interest in simp for signature verification and as a role-player in e-commerce," says Lawrence A. Husick, Director. smp Business Unit, NewCo Partners (NCP). 'We'll see the use of simple devices; trackpads on laptops, stand-alone trackpads m signature.

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FROM PALMTOPS TO MULTIMEDIA continued

capture devices. They're down to \$10 now. The trackpads already but into standard laptops can be used this way for smp input. Il youlves smartcard am which your smp signature has already been coded a can do it right there at the point of putchase." .smp can also be used provide authentication for electronic documents for the legal floody and for passkey coded entry applications into secure installations.

NEW DIMENSIONS

"Virtual NotePad, our first .smp product," explains Husick, "is two dimensions plus a pressure coder. We do not yet address three-dimensional space, but it is certainly in the cards for us to read more than two dimensions. You could then use this system with a pressure-sensitive tablet for a digital artist to create what is much more akin to an oil painting, where you form layer upon layer. We can actually let you extract a tiny piece of a stroke rather than undoing the whole stroke. The detail can be as fine as you want, depending on how much memory you'd like to take and the number of points that we store. That could include infinite levels of undo, backup

Bitmaps of handwriting and sketching are just dots on a screen—a picture of where the pen has been.
The .smp format document acts like real-time vector analysis that is recorded and then played back as an event.

fo

and re-do in attistic environment. On top of that would be the all ty to modify that in any dimension of the data stream.

T can certainly envision a time," he adds, "when what we're going to have is systems for artists which are actually capable directions to the systems for artists which are actually capable directions are supported by an original artist in helping you to take hands, much like the force feedback and velocity systems that we here you we mimicking the way seek plays. If you look at the very highest end electronic panot. Duckawer and Yamaha, those systems know about force and the systems at the MIT Media Lab which actually allowing the your fingers on the keys and feel how someone else principle.

With force feedback technology, as used in some gaining formation and in Immersion's Feelit Mouse, users can experience long and snap, or feel the textures and surfaces of rough, growed and snap, or feel the textures and surfaces of rough, growed and polycets and environments. Weights, collisions and adhesins cale felt and reacted to. The smp technology is pointed in full advances where the Strock-Map can be developed to something fite a Openius of the surface of the

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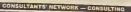
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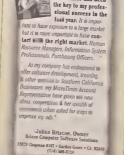
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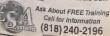
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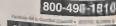
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Starting Wednesday, May 6, 6:30 a.m.-4:00 p.m. Advanced PowerBuilder Application Development

Starting Saturday, May 9, 9 00 a.m -1:00 p.m. Implementing Microsoft TCP/IP

Starting: Saturday, May 9, 9.00 a.m. 4:00 p m Java Programming Intermediate/Advanced

Starting: Saturday, May 9, 9 00 a m -4 00 p.m Relational/Object Databases and Data/Object Modeling

Starting: Monday, May 11, 6:30 p.m.-9.30 p.m. Visual Basic Application Development: Intermediate/Advanced

Starting: Monday, May 11, 6:30 p m.-9.30 p m Delphi Application Development:

Advanced Topics

Starting: Wednesday, May 13, 6:30 p.m.-9:30 p.m. Office Application Support Specialist

Starting. Tuesday, May 26, 6:30 p.m.-9:30 p.m. Fundamentals of Windows Programming Starting Wednesday, May 27, I I p.m.-9:30 p.m.

Object-Oriented Analysis and Design Starting: Saturday, May 30, 9.00 a.m.-4 00 p.m. Oracle Developer/2000 Forms

Starting Saturday, May 30, 9:00 a.m.-4:00 p.m. Networking Essentials Starting Sunday, May 31, 1.00 a.m -4:00 p.m.

June Short Courses

Developing Applications in Microsoft Access Starting: Monday, June 1, 6:30 p.m.-9:30 p.m.

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Starting: Saturday, June 6, 9:00 a.m.-4:00 p.m. Networking Technologies | Protocols Starting: Sunday, June 7, 9:00 a.m.-4:00 p.m. Advanced Development/Design with

Microsoft FrontPage Starting: Tuesday, June 9, 6:30 p.m.-9:30 p.m. Backup, Recovery and Performance of an

Oracle Database Starting: Sunday, June 14, 9:00 a.m.-4:00 p.m. Data Management using Oracle

Starting: Monday, June 22, 6:30 p.m.-9:30 p.m. Building Intranets using TCP/IP ■ IntranetWare Starting: Sunday, June 28, 9:00 a.m.-4.00 p.m. Windows NT Workstation, Server, & Enterprise Server, Enterprise Server

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MultiMedia & BEYOND

FROM PALMTOPS TO MULTIMEDIA continued from page 212

BOOKS: BACH TO THE BASICS

Every now and then we need to get back to the basics, especially in this complex, fast-changing digital domain. These two titles address our most fundamental means of communication within that realm—the language of speech and the language of telecommunications through the Internet.

Dan Gookin is the DumbFather of IDG's totally out-of-control, bestselling Dummy series, which got started a few years ago with his DOS for Dummies book. The Illustrated Computer Dictionary for Dummies, 3rd Edition by Dan Gookin & Sandra Hardin Gookin (IDG Books, 326 pp. \$19.99) will bring you up to speed in TechTalk. SiliconSpeak, GulchGrok and any other forms of industry jargon you will need to juggle.

In 2,000 entries, the authors do a good job in hitting on all the points with definitions and pronunciations of terms like compiler. FPU, parution and taskbar Where they really are helpful is their inclusion of all those terms that you may not find in Webster's, but you will overhear at Starbucks: Smoke and mirrors, mail bomb, COMDEX, reverse-engineer, Spock, and the different flawors of nerds.

Their infusion of humor into this material can help break the ice for many who find it forbidding. Others may find that a little bit of comedy goes a long way, and that it gets intrusive. Most of the pictures are gratuitously humorous. I would rather see a few cartoons laid in for laughs and we all those spot art spaces for informative illustrations that might help the understand the words and concepts a bit more

How The Internet Works by Preston Gralla (Zliff-Davis Press, 290 pp. Seym and a first seem like a picture book for newbies and beginners, who are, of course the ideal audience; the book covers the whole infosphere of data communications over the Internet. It reveals all the facts of life such as connections, domain names, and the underlying architecture of the Internet: email, Usenet, chat, FTPing, browsers, markup languages, darbayes;

push, agents, CGI, and more elusively complex topics like VR, animation, Shockwave, intranets and firewalls.

When it explains something like Teinet or WAIS, it provides a acreen shot only == a cameo to give an idea of the interface. The real strength of this book is in its clear, full-page dynamic flow diagrams. Here is where all of us could probably use some hip, in being able to visualize and explain what can seem like any stema of the control of the con

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Telecommuting conunued from page

not surprisingly, they are blind to geographic and resource constraints. Instead, they reflect what ought to be the main goals of telecommuting-based business incubator; pooling technical and business talent across all frontiers, providing a clear focus on success, and offering a strategy to meet each business opportunity at hand

A telecommuting based "network of innovation" would electronically bring together centers of technical, business, and management excellence in ways far more flexible and dynamic than in now available. For example, increasing the level of connectivity between practitioners of "best practices" would greatly facilitate powerful alliances of startups, universities, and large companies-all of which would have excellence as a common underlying theme. A telecommuting based business incubator would also make it far easier for the best marketers, technologists and managers to assemble themselves into strategic alliances geared to address highly specific business opportunities.

An open question among advocates of business incubation has long been "where is the optimal location for R&D centers of excellence?"

As presently envisioned, a telecommutingbased business incubator would focus on forming strategic alliances and bringing together as early me possible all the ingredients essential for success in a new business venture. It would be Internet-based, and would be set up and operated to optimize the use of distributed resources. If would also be a for-profit entity, with university and public sector organizations playing supporting roles.

Naturally, the telecommuting incubator would work in conjunction with physical incubators, when appropriate

Dr. Grantham suggests that by supporting this kind of telecommuting based business incubator, the public and private sectors could play critically important roles in plugging the knowledge gap which now threatens to limit the future growth of our knowledge

For more information and aspect of this discussion, contact Dr Grantham at the Institute for the Study of Distributed Work, (501)974-0140, im by email at isdu@aol.com

Newsgroup: "alt.support.telecommute"

Whether you're an experienced teleworker or a novice considering whether = not to explore the possibility, the alt-support telecommute newsgroup a full of people who can provide a great deal of advice on just about any aspect of the technology, the sociology, the economics, or the practical business of telecommuting

If you're looking for work, you can post your resume, me a brief notice "selling" yourself as a telecommuter, a this listsery (and possibly others that are relevant to your specific job skills and goals)

Lots of different people scan through these notices, and you just might make = connection that takes you from thinking about telecom muung ss doing it in a very short week.

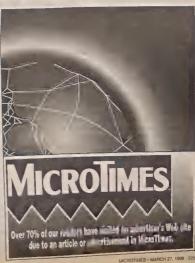
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Calendar Of Events

Conferences, Shows, Special Events

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April

April 1-2 Search Engines and Beyond. MA. Infonortics. Contact: http://www.infonortics.com/boston98.html.

April © Computer Fair. Sherman Square Entertainment Center, Reseda. National Productions. Contact: 1-800-800-5600, CMPlist @aol.com, or http://www.lacomputerfair.com.

April 5 Computer Fair. Sequoia Conference Center, Buena Park. National Productions. Contact: 1-800-800-5500, CMPlist@aol.com, or http://www.lacomputerfair.com.

April 11-12 Computer Fair. Fairplex Expo Center, Pomona. National Productions. Contact: 1-800-800-5600. CMPlist@aol.com . or http://www.lacomputerfair.com.

April 14-16 Web.Builder SF. San Francisco. CNET. Contact: http://www.cnet.com/Content/ Builder/web.builder/sf98/.

April 14-16 Advanced SQL Programming Techniques. Boston, MA. DCI. Contact: (978)470-3880, or http://www.dci.com

April 14-18 WWW7 (World Wide Web Conference). Brisbane, Australia Contact: http://www7.conf.au.

April 16–18 Midwest Graphics ... MN. Graphic Arts Show Company, Inc. Contact: http://www.gasc.org.

MARCH 28

Computer Fair SANTA BARBARA

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April 21–22 SENET Career Expo. Los Angeles Airport Hilton Hotel, Los Angeles. SENET Career Expo. Contact: (626)336-8306, or http://www. senetcareer.com.

April 21-23 Microsoft Explorer Conference and Expo. Atlanta, GA. DCI. Contact: (978)470-3880, or http://www.dci.com.

April 23-24 Year 2000 Implementation, Testing and Tools Workshop. GA. DCI. Contact: (978)470-3870, or http://www.dci.com/internet. April 23-25 Waterside Publishing Conference. San Diego. Waterside Productions, Inc. Contact http://www.waterside.com.

April 25-26 Computer Fair. 2601 South Eastern Ave., Las Vegas. National Productions. Contact 1-800-800-5600, CMPlist@aol.com, or http://www.lacomputerfair.com.

April 26-30 Computer Audit, Control and Security (CACS 98). IL. Information Systems Audit and Control Assoc. Contact: http://www.isaca.org/cacs98.htm.

April 27-29 Internet & Electronic Commerce Conference and Exposition (IEC). New York. NY. Gartner Group. Contact: (203)255-4700. iec@expocon.com. == http://www.expocon.com. April 27-30 DVC '98 Spring Conference and Exhibition. Santa Clara. Contact: 1-800-227-1234, or http://www.bcroom.

April 27- May 1 IT Forum '98 San Francisco.
Moscone Convention Center, San Francisco.
Miller Freeman. Contact: http://www.fl
forum.com.

April 28-30 EMA98: Messaging in the Millennium. San Francisco. Electronic Messaging Association. Contact: http://www.mem.org.april 28-30 The Enterprise Architecture Conference # 1.1. San Francisco. DCI. Contact (978)470-3880. or http://www.dci.com.

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May 17-22 International Symposium, Seminar, and Exhibition (SID '98). Anaheim Convention Center. Anaheim. The Society for Information Display. Contact: (212)620-3380.

May 18–21 PC Tech Porum. Fairmont Hotel, San Jose. PC Magazine/Micro Design Resources. Contact: 1-800-527-0288, ■ http://www.pcmag.com/pctech/orum/.

May 20-22 Forum For Hand-Held Computing In Healthcare. LA. World Market Strategies Ltd./PDA. Connact: http://www.upda-expo.com May 27-30 Electronic Entertainment Expo (E3). GA. Idsa. Connact: 1-800-315-1133 or http://www.edexpo.com.

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June 25-27 Graphix East 98, PA. Graphic Arts Show Company, Inc. Contact: http://www. gasc.org.

Classes, Seminars, Workshops

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March 25 Windows NT Specialist. Irvine. CSULB. Contact: (562)985-8452 or http://www. uces.csulb.edu/sci-tech.

March 27-28 Hands-On Intro to Photoshop. Santa Monica. LAMG. Contact: (310)319-1821. lamg@lamg.org., or http://www.lamg.org.

March 28 Upgrading to System 8.1. Santa Monica. LAMG. Contact: (310)319-1821, lamg@lamg.org. or http://www.lamg.org.

March 28 Year 2000 Issues. Oakhurst Oakhurst/Yosemite Internetworking Services. Contact: (209)683-1499. info@seeyosemite.com. or http://www.seeyosemite.com.

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April 4-May 30 Advanced Authoring with Macromedia Director 6.0. Fullerton. Cal State Fullerton Extension. Contact: (7:4)278-2611. April 8 HTML Basic Web Designing. Long Beach. MegaRyte. Coffsebayse. Contact.

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April 18-May 9 Microsoft PowerPoint 97.
Fullerton. Cal State Fullerton Extension.
Contact: (714)278-2611.

April 19 Intro. Windows '95. Long Beach. Megabyte Coffeehouse. Contact: (562)865-6892. April 21-May 5 Using the Internet for International Business. Fullerton. Cal State Fullerton Extension. Contact: (714)278-2611. April 24: he Integration

April 21-May 5 Find It on the Internet-Fullerton. Cal State Fullerton Extension. Contact: (714)278-2611.

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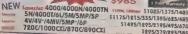












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Calendar Of Events continued from page 228

April 23 Office Applications Support Specialist. Irvine. CSULB. Contact: (562)985-8452 or http://www.uces.csulb.edu/sci-tech

April 25 Adobe Photoshop 4.0. Long Beach. MegaByte Coffeehouse Contact: (562)986-6892

April 26 Internet Workshop for Beginners. Long Beach. MegaByte Coffeehouse, Contact: (562)986-6892.

April 27-May 18 Microsoft Publisher 97. Fullerton. Cal State Fullerton Extension, Contact: (714)278-2611.

April 29 Windows NT Specialist, Irvine. CSULB. Contact: (562)985-8452 or http://www.uces.csulb.edu/sci-tech

April 30 Office Applications Support Specialist. Irvine. CSULB. Contact: (562)985-8452 or http://www.uces.csulb.edu/sci-tech

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May 2 Microsoft Networks Specialist (MCSE), Irvine. CSULB. Contact: (562)985-8452 or http://www.uces.csulb.edu/sci-tech.

May 3 HTML Basic Web Designing, Long Beach, MegaByte Coffeehouse. Contact: (562)986-6892.

May Windows NT Specialist, Irvine, CSULB, Contact: (562)985-8452 or http://www.uces.csulb.edu/sci-tech.

May 6-8 User-Centered Prototyping: Process and Product. Los Angeles. UCLA Extension. Contact: (310)825-3344, mhenness@ unex.ucla. edu , = http://www.unex.ucla.edu/shortcourses

May 7 Office Applications Support Specialist, Irvine. CSULB. Contact (562)985-8452 or http://www.uces.csulb.edu/sci-tech

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May 9 Designing Visual Interfaces. Los Angeles. UCLA Extension Contact: (310)825-3344, mhenness@unex.ucla.edu , or http://www unex.ucla.edu/shortcourses.

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May 9-June 6 Microsoft Word 97 Part 3, Fullerton, Cal State Fullerton Extension. Contact: (714)278-2611

May 13 Windows NT Specialist, Irvine, CSULB, Contact: (562)985 8452 or http://www.uces.csulb.ediu/sci-tech

May 14 Office Applications Support Specialist, Irvine CSULB Contact: (562)985-8452 or http://www.uces.csulb.edu/sci-tech

May 17 Intro. to Windows '95. Long Beach. MegaByte Coffeehouse Contact (562)986-6892

May 20 Windows NT Specialist. Irvine. CSULB. Contact: (562)985 8452 or http://www.uces.csulb.edu/sci-tech.

May 21 Office Applications Support Specialist, Irvine. CSULB Contact: (562)985-8452 m http://www.uces.csulb.edu/sci-tech

May 23 Adobe Photoshop 4.0. Long Beach, MegaByte Coffeehouse Contact: (562)986-6892

May 24 Internet Workshop for Beginners. Long Beach, MegaBite Coffeehouse Contact: (562)986-6892.

May 27 Windows NT Specialist. Irvine CSULB, Contact: (562)985 8452 or http://www.uces.csulb.edu/scl-tech

May 28 Office Applications Support Specialist, Irvine CSULB Contact: (562)985-8452 or http://www.uces.csuth.edu/sci-tech .

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USER GROUPS

AMIGA

Amiga-San Gabriel Valley (ATUG). Meetings. 3rd Sat., 11 am-4 pm, 1st Southern Baptist Church, 4856 No. Golden West Avo., Temple City, Contact: Steve, (626)285-6424. [Exp.#179]

ATARI

ATESIG-Aleri 8-8it Sig. 145 Surf PI., Seal Beach Cooperative user group for model ratirnad applications Contact. (562)430-5433 or d mcalliste2@genie.com [Exp.#181]

IBM AND

Greater South Bay PC Users Group. Meetings. 2nd Thurs., 7:30 pm, Torrance Recreation Center, behind Torrance William Contact (310) 373-3989, or bob hudak Grisbbs.com [Exp#179]

Long Beach PC And Compatibles Users Group. Meetings 3rd Wed. 7,00 pm, Masonic Temple, 5155 E Pacific Coassi Hey, Long Beach We Welsome the novice and Meetings to Ubrary, Devisiteller, SIGS Contact SI Welss, (310)459-7114

MOCCC (North Orange County Computer Club). Meetings 1st Sun, 9 00 the Chapman University, 333 M Glassell Ave... Oranga Speakers on Auroware/software/internet, 25 SIGs. demonstrations, newsletter, helpline, raffes, consignment table, member benefits. Call (714) 998-8080 or http://www.noccc.org [Expuf 82]

Orange County IBM PC Users Group. Meetings 2nd Tues. 630 pm Speakers, software, newsletter, BBS Open to public, all wetcome Contact (714)990-0580, and orcopys@prodigy com [Exp.#181]

Parsadena IBM Users Group, Meetings 1st Wed, 7.00—9:30 pm, 2184 M Lake Ave, Alladena Speakers am hardware/ software, demonstrations, SIGs, library, newsistiter, and Web site Cali: Steve Bass, (626)791-1300, or http://www.pibmug.org/ [Exp.#181]

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3rd Sai., 900 am,
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Santa Clarita Valley PC Group. Meetings limit Weds. 7.00 mm Vatencia Town Center Community Community (805)298-

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Tug-Net. Meetings: Every Tues., 7 00 pm, Grendale Federal Bank, 7119 Topanga Carlyon Blvd, Canoga Park Ample parking Contact (818)249-1629, 884-9441. **http://www.tugnet.org [Exp_f81]

Vailey Computer Club (VCC). Mestings 2nd Tues, 7 00 pm. Surbank YMCA, 321 E Magnolia Bird, Burbank (wheelchair access) Vendor presentacons, SIGs, newsletter All welcome Contact Grayce Hruda, (818)842-3707, bur vaily@pacificnef.net , or http://www.pacificnef.net/burnally [Exp.4782]

INTERNET

LA Webspinners. Meetings.
1st Sal., 10 00 am. 10800
West Pico Blvd, Corner of
Overland Avenue all
theWestside Pavillon Mall,
Community Room, 310
Floor, Los Angeles Contact
http://www.la.ncs.org
[Exp.#182].

Visual Interdey User Group. Meetings 3rd Mon. 7:00 pm. San Westley Web site developing Contact (909)625-6202. ■ cherokeeguy©juno.com

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Los Angeles Macintosh Group (LAMG). Meetings 4th Thurs , 730 pm, Call for location Vendor presentations, raffie, 25+ SiGs, seminars, hands-on classes, 885, monthly magazine. Guests welcome Contact. (310)319-1821 or http://www.lamg.org [Exp.#182]

West Orange County Mac User Group (WOCMUG). Meetings Iss 1 Tues. 7 00 pm. The 'Friendliest Mac Club Around features the latest news about Mac, Q&A, vendor presentations, demos, raffles, and a newsletter. Call. Lyno, (714)882-8910 [Exp.#182]

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The Video Toaster Group (TVTG). Meetings 2nd weekend each month, Los Angeles Support for users of NewTek products, beginner-advanced Demos, lutorials, help Contact Genn (818)240-0399 = email Dan al jan moore@empirenet.com

WINDOWS

Power Graphics User Network (PGUN). Meetings Last Tues. 7-30 pm. Glendale Windows-based graying applications (Corel/BRAW) Ventura Publisher, Pcture Publisher, Kal's PowerTools) and lessenghage defining the Contact Randy Tobin, (818)955-5830, or http://www.bbta.

WANTUG-Vailey W IT Users Group. Meetings 2nd Tues., 6 30 pm. MicroAge, 8 120 3alboa Blvd, Van Nwys Beginder to advanced, presentations, 62A, 516s, excellent topics Confact Jim Webster (818)710-1800, web@thisheat.ed. or http://www.vantug.org/fixe.ed/1971-1800.

ASSOCIATIONS

AITP-California Southland Association of Information Technology Professionals, Meetings 3rd Wed. 6 30 pm, Gateway Plaza Holiday Inn. 14299 Valley View, La Mirada (1-5 m Valley View exity if professional associproviding new technology, management topics, networling, and educato all Orange County/ L.A. Contact Cathy Grammer-Margolin, (714) 647-1617 = 645-5950. http://members.aof.com/ calsoudoma . [Exp:#179]

Independent Computer Consol(anix Association (ISCA). Meetings 2nd Thurs. 6.00 pm. Spontanan's Lodge, 12825 Ventura Issae, Studio Caty. An organization principling professionation, expertise, professionation, expertise,

a ethics in the provision of computer services and awareness of the availability ■ such services by indipendent professionals (213)872-1811. [Exp.≠179]

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Small Office/Home Office continued from page 104

PRO-MAS 102: Add the total Individual ICPs to determine the Base ICP

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Individual ICPs are divided by the Base ICP to determine percentages, rounding off from the third to the second place decimal point to divvy up otherwise fractional amounts.

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The author goes on to give other examples. Basically all contributions are turned into their cash value by mutual agreement. Then each person gets a chunk of the proceeds that is proportional to their share of the investment. Simple? Yes. But it could save a lot of grief in collaborative jobs if friends worked out exactly what they had coming before they started working together. Many a friendship has foundered because friends collaborated, but could not bring themselves in talk about money in advance.

Do visit this site if you me thinking of entering a collaborative project.

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Big Iron Meets The Will continued from page 148

thinking of spending money on anything that doesn't support their core competency, banking, then in my mind that would be a waste

Companies who try to extend their business outside of their core competency will fail because it's outside of their core competency. The technology might be there, but they'll fail for other reasons.

Or have to grow a new company to support it.

The smart companies are the ones who say, "Here's my core competency. Here are my important business assets. Here's how, at a minimum, I need to extend it."

You can always beautify it, make flames shoot off the page or whatever, but the bottom line is, most humans just want better capabilities. We all are very visual and graphical, but that all wears off. That's worn off with the "hits" example-now people want to do meaningful things. If all this other stuff keeps them from doing meaningful things. that's very very wasteful.

We try to counsel our customers and say "Baby steps. Start with your system and your core competency; this is the system you want to Web-enable. Put a nice little graphical simple front end to it, work out all those details, and then if you really want to extend it to where you want to do some wild things, you'd better make sure that you have all the skills necessary to do that."

That's why I think client/server, in essence, has failed previously. though people are getting better at it. They read in a magazine that you can get rid of your mainframe, and in two months, your mainframe's gone, you'll have a cheaper computing paradigm, and it's real easy "This is simple stuff, folks. How could it be hard?"

A lot of companies really believed that hype, and they didn't have the necessary skills and knowledge to be able to undertake these projects, and they failed. What did they do then? They outsourced it. Then they spent another \$100 million, and they still weren't getting the return on the investment A lot of those companies and saying "Oops, we made a mistake. Let's look back at what we did well. Oh. that was a mainframe? Well, let's see how we can build on that, 🚥 what we already know.

This reflects another trend that internet commerce seems to be driving: intense specialization. Are you seeing more fragmentation in the market m people focus?

I think we need to get to specialization. I think too many people are trying to do everything People need to get back to basics, and if they are going to get into another type of business, to bring in a specialized group that can do that. Or get ahead of yourself, and hire and train that group, so when you decide to jump into that business, you already have a well-trained group that can take that on.

We talk about the upsides of the Web, but there are some downsides. Once you get technology, and people get access to stuff, they think that they really can do everything. I've seen a number of companies, especially in this valley, go under because they thought they could do it They thought "this technology is strong enough for us to do everything."

It's not that simple. It really still comes down to what it takes to build a solid business, and it takes an intense amount of expertise in the subject matter in which you want to be number one or number two, at worst, you can't be number ten. You can't be passé or an average player in any market anymore, because the competition is just

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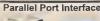






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MICROTIMES - MARCH 27, 1998 249

DVORAK'S LAST COLUMN . BY JOHN C. DVORAK

Our Computers Are Killing Time

Or, When Do We Get Something That Works?

New Mexico who said, "There are 44 moments in time when things change for the worse. It's a pattern of decay. It's no different with your technologies." He then threw the floopy disk into the fire in the center of the teepee. This, of course, caused a plastic fire which filled the teepee with smoke. Black smelly smoke. In his haste to poke the disk out of the fire, the disk got stuck to the stück. He flug it around wildly until the disk flew off the stück and stuck like glue, still burning, onto the side of the teepee. This wasn't good. The teepee itself began to burn and within five minutes was nothing but a heap of ashes.

The old Indian stood there with a tear in his eye. "See how dangerous these computers are!" He looked to the sky and shook his fist at the heavens. "I curse you Microsoft!"

Typical, I thought to myself, blame Microsoft for everything. I had myself been blaming Microsoft for the decimation of not one but two of my computers. One machine was made unusable by my idiotic attempt to install Windows 98 onto it as a lark. It seemed fine but too many programs didn't work. This is the trend with these computers. Eventually, all software will be Microsoft because nothing else will run. For this assertion I'm called a Microsoft "basher." Anyway, the uninstall of Windows 98 is what really caused the problem. My computer never ran after that and I have to ask myself, "What was I thinking?" This was a beta and betas seldom work right. That's why they are called beta. The trouble is that over the years Microsoft has been releasing betas that have run fairly well and the Windows 98 beta has a good reputation. I know a number of people who run it with no complaints. But exactly what they are running on it may not be too complex.

Some years back, I used to have a rule and would tell people to "wait a year" before buying any software or hardware. It takes about that long for the serious bugs to be worked out of the system. For some dumb reason I got caught up in the frenzy stirred up by Netscape and its Internet year nonsense. Waiting a year suddenly became waiting a month. Then there was the Pentium frenzy with a new machine coming out monthly. It started with the Pentium 60, then the 66, 75, 90, 100, 133, 166, 200, 233, 266, 300—how many clock speeds do we need? Yikes. It seemed ridiculous since the incremental differences just confuse the market. I think jumping 66 to 133 to 300 would have been fine, but I sure don't want to tell Intel how to do its job. Imagine, though, if those were horsepowers in car engines. Do you think GM would offer all those options?

In some ways, my grumblings about beta code that doesn't work is the worse fear of a software company. "It's beta, you idiot! It's not supposed to work." Still, it should work better than this!

On my second computer, I attempted to install Windows 98 with the same result, disaster. This time it generated a horrid boot-up Windows Protection Error-the worst thing that can happen-and the product simply wouldn't install. It got to the 14-minutes left mark, couldn't identify some hardware, and died right on the spot. Each attempt to reboot got stuck at the 14-minutes left position. Curiously, the Windows 98 boot disk that the installation created didn't work right. Whatever CD-ROM driver was put on there simply wouldn't see the CD-ROM on the system. This to me was incredible. Examples of both uninstall and the emergency boot disk not working is inexcusable and I have to assume that Microsoft is rushing this thing to market.

It's possible that Microsoft has put itself on a growth treadmill that it cannot sustain much longer. There is absolutely no reason Microsoft should be doing anything mure than fixing bugs in Windows 95—we don't need a new, even more bloated OS. My friends who are using and happy with Windows 98 say it works better than

Win 95. I ask, "How can it work better over time as the code size has gotten massive?"

Back during the transition from CP/M to MS-DOS a lot of patchwork programs were put on the market. Old 8-bit, Z-80 programs were put on the market. Pold 8-bit, Z-80 programs were patched to get them in work on the 8080. There were a number of guys who could do this better than anyone and they'd be hired to come in and patch a program to get it to work so it could be rushed to market. When the product was done it worked fine but couldn't be easily fixed or upgraded because the code was a mess. This was called spaghetti code. These fix-it types never bothered to document anything and more than a few programs spent years in limbo until they could be recoded from scratch.

Windows in an odd way is similar to this. While not spaghetti code in the old sense, it's becoming spaghetti code. I say this because of its weird design and its reliance on flaky DLIs for overlays. Even worse is the registry. The problem I had with the machine that choked on the Windows Protection problem and wouldn't boot was eventually traced to a bad bit some-place in the registry. It couldn't be corrected because no techie in his right mind at Microsoft or elsewhere will touch the registry, And apparently nobody knows how it actually works. In fact, Windows should be rebuilt from the ground up using a different design theory. But even Microsoft doesn't want to do this.

Some people would argue that Windows NT II Windows built from the ground up, but I'm not convinced that Windows NT is-the answer. This is a serious corporate-type operating system. While old-timers always criticized DOS for being not much more than a file loader, saying that it was not a true operating system. I wonder if that isn't all we should really have on these machines:

Too late to go back now. So I'll just sit here and suffer, just like the Indian.

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